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6 MAR 1964

MEMORANDUM FOR: Senior Training Officers

SUBJECT : 1. Analyses of the Officers in Midcareer Courses
No. 1 and 2
2. Recommendations Affecting the Selection of
Officers for Future Courses

A. INTRODUCTORY STATEMENT

The purpose of this report is to offer a general review of the officers in Midcareer Courses No. 1 and 2 and on this basis to offer guidance to the Heads of Career Services for the selection of future participants.

The analyses and the recommendations are made by three staff officers after intensive association with the two groups of thirty students over a six weeks period of time, both in and outside the classroom. Although some personal element may be present, the assessment of the officers was made as objectively as possible against the following considerations:

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1. The objectives of the Course, as part of the Program, as outlined in [redacted] 29 March 1963, and as stated in general by General Carter in his graduation address to the Courses: To broaden the knowledge and competence of Midcareer officers in preparation for assuming wider and more general responsibilities in the Agency, and to represent the Agency more capably in its relations with outside departments and officials.

2. The overall "quality" of the officer, including his observed ability to absorb the content and approach of the Course and, in consequence, his suitability for being assigned later to larger and broader responsibilities.

3. The Contribution made by the officer to the Course. There has been a marked and important benefit from the interchange of experiences coming from the association together of students of the various Agency Directorates. The extent and nature of this contribution in turn depends upon the background and ability of each person participating in the Course.

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4. The contribution by the Course to an officer, measured by the comparative lack of experience and knowledge of a specific student and therefore a presumed greater "need" for, and a greater benefit to, himself from having attended. This factor must be critically tempered by the consideration that although one officer might receive greater personal benefit than his other colleagues, the Agency would not so benefit, unless the officer has the background and ability to be moved on to larger and broader responsibilities, and his superiors have this intent generally in mind.

Specific names and cases have been intentionally omitted from this report in order to present as objectively as possible the analyses and recommendations.

B. ANALYSES AND RECOMMENDATIONS

1. Agency Directorate and Component Factors Affecting Qualifications and Performance:

The officers in each Course were divided into two categories: (A) Those judged Well Qualified; (B) Those judged Not Well Qualified. The Directorates¹ of officer origin in (A) and (B) are noted (See Tab I).

The tentative conclusion reached was that those in the DDP and the DDI who stood up less well tended to belong to the less "characteristic," or "core," units and more to the staff or support units, if this is a useful distinction. In DDP they tended to be members of TSD, RID, Cover, [REDACTED] in DDI (assuming OCI and ONE to be the more "characteristic") to ORR, OCR, OBI.

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In the DDS those who stood up less well tended to belong to units where specialization seems to be the distinctive mark, Finance (not Budget), Security, Personnel, Logistics, Medical. As an exception, the Office of Communications' three students, although specialists, seemed already to have considerable breadth. Those who are serving as general administrative officers, those, for example, who have had, or are slated to have, positions as Chiefs of Support in Headquarters

¹ The students from the Office of the Director have been listed, for the purposes of this paper, according to their career designations.

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or in the Field, may be the most logical choices for this Course. Not enough DDS&T students have yet been attendant to permit any distinctive conclusions, but so far all have shown breadth.

The number in Category B (Not Well Qualified) in Course No. 2 is smaller than that in this category in Course No. 1 and indicates an improvement in selection. Increased attention in selecting students should lead to an ever smaller number being placed in Category B, to a very high calibre Category A group, and therefore to the Agency's gaining the maximum benefit from the Course.

2. Review of Grades

The officers were divided into GS-13's and GS-14's and the Directorates of origin indicated. (The proportion of GS-14's to the total enrollment in each Course has run roughly one fourth). Outstanding officers in each were signalled out. (See Tab III). The conclusion reached was that it was difficult to make any differentiation between GS-13's and GS-14's as to general suitability. Approximately a third in each grade group were rated "outstanding."

In summation, the GS-14's came from DDI and DDS&T (the larger proportion) or from DDS (a smaller proportion), and not from DDP. This presumably represents different grade assignment and promotion standards among the Directorates rather than differing qualities of suitability. As a summary judgment, the GS-14 proportion should stay somewhere between a fourth and a third of the over-all number.

3. Review of Age Groups

Course No. 1. There were 15 members of the age group 34-40 years old and 15 members 41-47 years old. The age norm was 40 years.

Course No. 2. There were 18 members of the age group 34-40 years old and 12 members 41-49 years old. The age norm was 40 years.

Age considerations are valid. As a rule, with unusual exceptions being allowed, no one under 35 years of age should be considered. A GS-13 who is over 45 years of age is probably a poor bet for greater and broader assignments and therefore for this Course, although certainly he may indeed advance entirely on his qualifications as a specialist.

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A. Review of Time in Agency

No study has been made of specific Agency assignments, only of the total Agency time. The average Agency experience in each Course has been between 10 and 11 years. If this is accepted as a norm, in general the candidates selected should have about this amount of Agency experience, should not have less than 8 years experience, and certainly not less than 5.

B. Reward

Persons should not be chosen only as a reward for services rendered and to give them a chance from the same office routine to which they will more or less permanently return. Nevertheless, if the present assignment already requires a broader view, this should be taken into consideration; presumably this will occur in rare cases.

C. Availability

Although availability is necessarily an important factor for any Office, concentrating on the availability factor will seriously militate against the purpose of the Course.

C. GENERAL CONCLUSION

Whatever considerations of age, grade, or experience may be brought to bear in the selection process, there are two basically important factors: the first, the candidate's general "quality," and the second, the prospects for his being given other assignments. These assignments should entail larger responsibilities requiring greater general knowledge, both internally of the Agency, and externally. Persons who are clearly specialists and who are very apt to remain so are not good choices and, indeed, the Course is wasted on them. These two factors are, of course, the hardest ones to assess. The Deputy Directors, the Heads of the Career Service Boards, and Senior Training Officers and those subordinate officers engaged in the selection of students for the Midcareer Course are urged to give all these considerations their serious attention in order that the Course, as a part of a program, may fulfill the purpose for which it was intended.



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MATTHEW BAIRD
Director of Training

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TAB I

Agency Directorate and Component Factors

Affecting Qualifications and Performance

Course No. 1

A. Well Qualified:	5 DDP	B. Not Well Qualified:	4 DDP
	4 DDI		4 DDI
	2 DDS&T		1 DDS&T
	5 DDS		5 DDS
	<u>16</u>		<u>14</u>

Course No. 2

A. Well Qualified:	7 DDP	B. Not Well Qualified:	2 DDP
	7 DDI		1 DDI
	3 DDS&T		0 DDS&T
	5 DDS		5 DDS
	<u>22</u>		<u>8</u>

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TAB A

Review of Grades

Course No. 1

GS-13's

GS-14's

Distribution

8 DDP
5 DDI
1 DDS&T
8 DDS
22 Total

Distribution

1 DDP
3 DDI
2 DDS&T
2 DDS
3 Total

Judged Outstanding

Judged Outstanding

3 DDP
1 DDI
1 DDS&T
2 DDS

1 DDI
1 DDS&T

Course No. 2

GS-13's

GS-14's

Distribution

9 DDP
6 DDI
1 DDS&T
7 DDS
23 Total

Distribution

2 DDI
2 DDS&T
3 DDS
3 Total

Judged Outstanding

Judged Outstanding

4 DDP
4 DDI
0 DDS

3 DDI
1 DDS&T
1 DDS

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Part I. Section A
THE AGENCY

MIDCAREER COURSE NO. 2

PART I. SECTION A. THE AGNEYCY

A. Critique of Presentations

LECTURE: The Agency 1964-69

SPEAKER: Lyman Kirkpatrick

DDI Comments

I regret I could not have heard him on Monday. He was quite frank (which I like) and a marvel to be able to have so much information on his fingertips. I think we will have a lot more questions for him Friday afternoon than could have occurred to us in the very first lecture. We had no time for questions anyhow.

Informative but more factual and historic than title of topic suggested. Greater stress on current and future problems and trends would be more profitable in orienting the group for the next stage of their careers.

A very professional and informative briefing. I would have been most interested in greater detail concerning the future period rather than the history of the Agency. The length of the presentation was plenty adequate. I would have liked a question period around the fire to inject an informal tone in kicking off the course.

Presentation somewhat out of kilter because of "snow/student" problem. Would Mr. Kirkpatrick have taken as much time with Agency history if opening day schedule had not been so disrupted? I hope not. I think that most of the students have had ample grounding in CIA history, at least the history up to 1960. I found the presentation excellent and all other topics of great interest, but would suggest less attention to pre-1960 period and more to trends since 1960 and projections of 1970. Of course, this is definitely first in line among our lectures and is scheduled quite correctly.

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DDP Comments

Mr. Kirkpatrick's complete presentation of all aspects of the Agency was very beneficial to me. The subject matter and the manner of delivery is an effective way of opening the course. I believe this lecture should be allotted more time, especially the question period.

This presentation was particularly disappointing in view of the Executive Director's known candor in presentations and talks given to groups of Agency employees in the past. The description of Special Group and other elements of the Intelligence Community were of value, but the speaker's response to questions was far from candid; he fielded questions adroitly rather than answered them. These factors assumed even more than normal significance to the students, I believe, because it signaled a switch from the expected "policy of need-to-know" and frankness promised by the Office of Training.

Excellent keynote presentation with good balance of historical setting, evolution to present, and current inter-relationships among components of the Intelligence Community. Primarily of value for insight provided on practical solution of problems as opposed to pure and dogmatic application of theory and legalities. Good in pointing out the factors of rank and personalities and the need for flexibility in meeting the desires and methods of different administrations and policy makers. Particularly interesting commentary on DIA -- the course of its development and the apparent solution for the DI Bulletin/CI Bulletin problem of duplication. Regret that more time could not be spent on projection over the next five years (due to snow storm). A longer question period and an opportunity for seminar discussion would be of real benefit. I'm only sorry that weather prevented it.

DDS Comments (Including O/DCI)

Mr. Kirkpatrick has lost none of his ability to deliver a message in a very effective manner since I first heard him lecture some twelve years ago. In my opinion, the title of his first discussion was mislabeled. He carefully reviewed our past history including the precepts laid down by General Donovan, which he termed the first period. In proper sequence he then covered the second period, O P C and General Smith; the third period, the U-2 and Bay of Pigs; and our current period starting with McCone. While he did make some generalized statements regarding our future, he did in essence, fail to prognosticate our future.

Most important to me, Mr. Kirkpatrick's presentation was that portion devoted to the development and establishment of DD/S&T; the emphasis

placed on the economy "wave" within Government and what is expected of the managers in coping with the "REAL" economy and particularly the cost examples, such as the cost of maintaining the building Guard Force and telephone cost. Since Mr. Kirkpatrick is the Executive Director-Comptroller, his comments were quite meaningful regarding the economy within the Agency.

Mr. Kirkpatrick made a very interesting and informative presentation. His presentation of material was well organized and delivery was excellent.

An excellent coverage on the Agency background and history and a clear identification of the five year projection. Probably more time should be scheduled for this, particularly for an informal question and answer session.

DDS&T Comments

Hearing both Mr. Kirkpatrick's Monday and Tuesday talks, I was most impressed. His close association with the U.S. Intelligence business since the early 1940's, plus his current position of importance given every-think he says an air of immediacy and importance. His material was at his instant command, enabling him to present coherent, well organized facts and opinions. Particularly impressive was his ability to give ready and apparently honest answers to all questions thrown at him.

Mr. Kirkpatrick's opening presentation was a very candid discussion of the history of CIA and the factors leading to the present organization.

I have heard Mr. Kirkpatrick several times, and his presentations are always excellent. His talk provides good background as an introduction to the Agency. I would change nothing here.

LECTURE: The U.S. Intelligence Community
SPEAKER: Lyman Kirkpatrick

DDI Comments

This was the first opportunity I have had to hear Mr. Kirkpatrick speak on the topic of the intelligence "structure" and the part CIA plays in it. His talk was very interesting and informative. This topic was most appropriate as a lead-off for this Midcareer Course.

The panel that was originally arranged with Mr. Kirkpatrick and Mr. Chester Cooper, but cancelled because of the inclement weather

appears as if it would have been extremely interesting in outlining the relationship of intelligence to policy. It was unfortunate that this session could not be rescheduled for this class because considering the importance of the office, the contacts with other officials high in our Government and the many problems that constantly face them, this certainly would have been of great interest to us all.

Excellent briefing. Presented progress to date of U.S. intelligence. A philosophical view into the future with regard to U.S. intelligence would have been most interesting. The contributions of the various Intelligence Community components in this view would be stimulating.

A very enlightening and interesting presentation. I would have liked fuller responses to some of the questions and perhaps time for further questioning of the speaker. A great loss that Cooper's talk could not have taken place on schedule; the evening Kirkpatrick/Cooper session would probably have been a good one. Keep it as scheduled, if possible.

Too short a treatment to go adequately beyond the bare bones of the U.S. Intelligence Community. His willingness to squeeze the talk in Tuesday morning was appreciated nevertheless.

DDP Comments

This excellent portrayal of the broad role of the Agency within the "structure" provided a useful framework for the subsequent lectures and sessions. Mr. Kirkpatrick has a peculiar faculty for stimulating the thought processes and provoking responsiveness on the part of his audience. In a flawless and refreshing manner he satisfied his terms of reference. He is a "must" for this Course.

It was too bad that we were not able to follow the original schedule of instruction, since had Mr. Kirkpatrick had more time, I am sure this presentation would have been more valuable. As it was, in the brief time allotted him, Mr. Kirkpatrick was most informative and candid in his remarks.

Much of this talk concerned matters which I seldom hear about in my normal work. His outline of the changed role of the DCI, particularly where he deals directly with Agency heads and not merely with the subordinate intelligence organizations, helps me feel more pride in my profession and more confidence in pursuit of my subordinate role. The speaker was very effective and seemed to command respect by means of not only his projected personality, but also his candid remarks.

Without the first day's presentation, it is difficult to evaluate this particular discussion since it clearly is only one element of a complex subject which was to be covered during the first sessions. In itself, it was a cursory review of a complicated topic which cannot be viewed by itself but only in the context of the role of the Agency in the Intelligence Community, the influences upon it and its own impact, and the interplay of the various relationships with other agencies and high officials. By itself, it would be inadequate to the importance of the subject for participants in this course.

This presentation, although broad in scope, was helpful in explaining the position of the Agency in relation to the other members of the Intelligence Community. The dual role of the Director was clarified and his separation of responsibilities was put in the proper frame of reference to enable us to better understand the over-all topic for this phase of the course. The subject was ideally placed in the program. It should be continued in future courses. (I was not present for Mr. Kirkpatrick's earlier remarks)

Mr. Kirkpatrick's discussion of the U.S. Intelligence Structure was extremely helpful to the writer in that it brought into focus the Agency position in the over-all intelligence effort. In addition he clarified the peculiar two-hatted position of the DCI. Unfortunately the writer was one of the number that missed Mr. Kirkpatrick's initial address, and I feel additional helpful background information was covered at that time that would have been of interest. From a scheduling standpoint, I feel Mr. Cooper and Mr. Kirkpatrick are properly placed and I regret not having had the opportunity to attend a Cooper/Kirkpatrick seminar.

DDS Comments (Including O/DCI)

Excellent presentation which I found very informative, especially as it pertained to the role of the Director. It is unfortunate this group was unable to hear Mr. Kirkpatrick's address regarding a projection of the Agency 1964-69 or participate in the seminar scheduled for Monday night.

A smoothly presented talk of considerable interest. However, in view of the fact that many of the class missed Mr. Kirkpatrick's talk on the Agency, I feel that this latter subject should have been covered rather than the Community problems. It is my opinion that with Mr. Kirkpatrick's present key command position his views on the Agency, its problems and its future are of primary interest to the Midcareerist.

This was an interesting, worthwhile, well presented discourse of the subject. Because of the false start of this course we were not able to hear

Mr. Kirkpatrick's projection of Agency problems and developments over the next five years (except as he incorporated some remarks in the above lecture). From the point of view of this group it appears to me that this was most unfortunate because we are the ones who will do much of the staff work on those problems or we will inherit the responsibility to carry on some of the developments. I recommend that stress be placed on The Agency 1964-69.

During Mr. Kirkpatrick's second discussion he clarified for me the function of the USIB and the dual hats the Director wears. His discussion of the other members of the Intelligence Community was very much apropos, but its discussion of the Defense Intelligence Agency and his prediction of our ability to live in harmony with it was of particular interest.

Most important value in the presentation was that he presented the highlights (organizational) in the Intelligence Community which was helpful in understanding the topics presented later in the course. I would say that this was the prerequisite to subsequent lectures for greater understanding of the so-called "big picture."

Again, Mr. Kirkpatrick made a wonderful presentation .

A necessary subject, well presented, for this Course. I have heard him speak on this topic before, and the content varies little.

DDS&T Comments

Mr. Kirkpatrick's second presentation on the U.S. Intelligence Community did not produce the fireworks which were anticipated since CIA top management does not regard DIA as a menace. This was the first opportunity I had had to question his views on some of the political in-fighting among some of the members of the Intelligence Community, specifically with regard to NSA, NRO, and DIA. Had the weather not affected the schedule, adequate time would have been available.

Again, interesting and good presentation. A natural follow on his first talk.

LECTURE: Functions of the [REDACTED]
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SPEAKERS: [REDACTED]

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DDI Comments

Quite interesting to me; movie could have been dispensed with and time devoted to R&R. In view of our presence here for two weeks, this review of the functions of the [REDACTED] should be added to the course, a one-hour lecture perhaps. During the weeks here, any Headquarters class will become curious about this station's functions; this curiosity should be satisfied at the outset.

25X1A

DDS Comments

The two fill-in lectures provided by the Office of Training which covered the Operational Review Course and the Operational Familiarization Course as well as the Paramilitary Course were well presented. I felt that the Paramilitary Course was exceptionally well done. In my opinion Logistics Officers destined for field service at stations that have a PM program in operation, such as [REDACTED] would profit from this 25X1A course. While the jungle training and parachute jumps are probably not essential (a euphemistic way of saying I'm too old and fat for this part), the balance of the course content would enable the logistics officer to provide far more effective support and assistance to the field case officer and program.

Both presentations were helpful in understanding the magnitude of the training programs being undertaken at [REDACTED]. Of value to me in understanding the many problems and requirements for medical support, not always previously understood.

This non-scheduled presentation was very good on a spur-of-the-moment basis. Both content and delivery were good.

DDS&T Comments

Although this was a substitute lecture and probably out of context with the main theme of the course, it was well presented and well received.

This was a fill-in due to the late arrival of most of the class caused by snow. I found these presentations very interesting, since this is my first exposure to [REDACTED]. I would suggest it be included in later programs, perhaps on Sunday evening after arrival.

25X1A

LECTURE: The Clandestine Services
SPEAKER: [REDACTED]

DDI Comments

25X1A This was my first contact with so many important people from this part of the Agency. [REDACTED] was an excellent speaker, and the material he presented was very interesting. It appeared as if he had much more material than he had time for. More time should be considered for this phase as a DDP lead-off.

Very good. Here as in many other speakers, I longed for more details, but then he probably feared for operational security. Felt he was a little touchy on some of the subjects for which DDP has been criticized (often unfairly, of course).

Well presented broad-brush treatment but more time should have been devoted to CI and FI, especially in view of inability of these staffs to be represented among the speakers. Believe that this level should address itself also to question of relationships with other major components of the Agency such as the DDI, DDS&T, etc. Failure to do so tended to reinforce impression that the DD/P speaks only to God.

25X1A

[REDACTED] gave a broad-brush, somewhat incoherent presentation. He fielded his questions well and obviously knew his subject. Suggested subject: DDP's view of the DDI (and all other major components and other principal speakers cover this topic). He must have been qualified to comment on DDP's role in National Intelligence and future developments likely within the Clandestine Services. Time - too long.

Very informative, well done. However, I would like to see some attention to the less formed aspects of DDP activity in the policy field; i.e., representation on various regional policy groups at State and White House levels.

25X1A

While I was disappointed that Mr. Helms was unable to show, Mr. [REDACTED] gave a good presentation of a highly interesting subject. For the first time in over 12 years of Agency employment, I was exposed to a description of the DDP's various missions and organization. It provided me with a perspective for my many associations with DDP personnel overseas that I never had before.

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Fine presentation and very informative, and an excellent choice for a second alternative, but I was disappointed at not being able to see and hear Mr. Helms for the first time. Unfortunately I find courses such as this usually as follows: 1st time, great. Good outline, fine speakers. Tops. 2nd time, everything the same but key people start dropping out. Reason? Work. Didn't affect 1st time, however. 3rd time, take a second look. No top speakers. Scope and content gets the attention. ...n-th time, let's try a new approach or stop. It's too bad, but it usually seems to happen.

DDP Comments

25X1A [REDACTED] - A good presentation, but I think that the subject matter could be expounded to allow more coverage of the Clandestine Services' role within CIA. The role of the CS in obtaining policy decisions and effecting coordination was made clear. Time of the lecture seems to be alright.

25X1A The criticism of this phase stems from the terms of reference, not from the speaker. [REDACTED], in a sober and dispassionate fashion, fulfilled the terms of reference on the policy role of the CS and manifested a comprehensive understanding of the CS responsibilities in this area. He spoke primarily to the broad role of the CS in policy, spending a predominant amount of time in tracing and describing the manner in which a field suggestion eventually finds itself emerging from Agency-State discussions as an action in the policy field. He spoke at some length on relationship and arrangements -- useful information, to be sure -- but devoted a minimum time on explaining the specifics of CS activities. (I hasten to add that this was not required by his assigned terms of reference).

25X1A Naturally, most of us had looked forward to Mr. Helms' presentation, but [REDACTED] was an able substitute. His presentation was interesting and thought-provoking. I am certain, however, that my classmates from other components of the Agency would have liked to have had more time with [REDACTED] and that future classes be allowed at least two hours or perhaps one hour and then an informal evening session with either Mr. Helms or [REDACTED]

25X1A As a member of the FI Staff, I received no particular enlightenment from this talk. I think the speaker quickly established effective communication with his audience, and my only regret is that he was able to spend such a short time here.

This presentation was a substitute for one scheduled by the DD/P -- a point of some significance in view of the DD/I and DD/S&T participation. The A/DD/P gave a matter of fact talk and emphasized the coordination

of CA which was, I feel, of value to overt employees. His candor and "hair down" treatment was good and the talk very good.

Forceful, forthright, and too brief.... in the light of the comments which, in succeeding days, have illustrated the non-DDP's lack of knowledge and understanding for the role of this component and its reasons for operating as it does.

A good presentation and of high interest as indicated by an early and heavy barrage of questions which, although disrupting the continuity of the presentation, evoked frank and uninhibited response. It would be helpful in the presentation itself to expand with specific examples on the nature of problems arising in DDP contacts with other agencies. Also, questions such as that on rotation of DDI personnel to DDP and consequent overseas assignments can probably be forecast permitting a more comprehensive reply on the problems involved and suggesting alternative solutions such as within-Agency contact and seminars among desk opposite numbers of the various components. The questions raised largely by non-DDP personnel pin-point areas where DDP can attack misconceptions and misunderstandings thereby promoting smoother relationships with the other components. An additional hour for this presentation could be used profitably, and I recommend DDP participation in an evening seminar.

As a member of the DDP I found this presentation adequate and interesting although it did not contribute anything to my previous knowledge and understanding of the organization and functions of the DDP. Some emphasis should have been given to the work being done by the Area Divisions with an explanation of the relationship that exists between the Divisions and the Senior Staffs. A more detailed presentation could have served as an introduction to subsequent talks by other members of the DDP.

As a student representative from the DDP I feel [REDACTED] 25X1A presentation was, quite naturally, not as topically absorbing as some that followed. I did feel he was extremely articulate in his coverage of the DDP structure and in his clarification of the "policy making" criticism currently being directed against the Agency. As a representative from the [REDACTED] of the DDP, I was disappointed from a parochial standpoint, that the [REDACTED] of the DDP was given somewhat less adequate coverage. Cover has been an oft-mentioned word and problem during and after the lecture sessions, and I feel it requires specific mention. A presentation from a senior [REDACTED] officer would be helpful.

Significant point to me was the manner in which a covert action is coordinated and in turn the reference to the Special Group. I feel the ADDP's briefing should have included more detail re Ops Services and its role in personnel utilization throughout the Clandestine Services.

DDS Comments (Including O/DCI)

Although this discussion was well presented, I do not feel that it went far enough in describing the role of the DDP. Given the group to which it was addressed, I feel that it would have been more appropriate to give some specific examples of real DDP activity. I think that there was a little over-emphasis on the need-to-know here.

a. Material was of interest. b. Material well covered. c. Speaker was effective.

This lecture was a well presented review of the various components of the DDP. I was disappointed in his rather limited review of the [REDACTED] 25X1A [REDACTED] He did state that the [REDACTED] 25X1A
25X1A the successor of the [REDACTED] but that it was established to meet a special need and would probably be disbanded in the future. It was the special need that I would have appreciated being discussed. Additional interest in this presentation could, I think, be stimulated by following a collection problem through the DDP Headquarters and field elements.

Most revealing and informative in that all of the DDP functions were put into focus to me, for the first time. Feel a broader explanation should have been presented as to the meaning and functions of Counterinsurgency.

In the time allotted [REDACTED] presented a broad outline of organization and functions. He is a good speaker. 25X1A

There was little value for me in this lecture because of my past and current association with the DDP via the JOT Program. Missing was a classical espionage operation discussion or presentation, one of the basic responsibilities of the DDP.

A good speaker but he told one very little about the CS. No comment was given on the responsibilities and functions of the various DDP Staffs.

DDS&T Comments

25X1A It is understood that [REDACTED] was a last-minute replacement for Mr. Helms which may explain some of the criticisms contained herein. His talk was well delivered and interesting; however, there was a vagueness and non-specific aspect to the whole talk which was unsatisfying. For example, what was Country X? If this could not be mentioned for personal reasons, another example should have been selected. More important, it

25X1A

is felt that [REDACTED] perhaps misdirected some of his emphasis -- 25X1A FI/D, which is in a very potent position within CIA for a "staff" function, and [REDACTED], which is very vital currently, were not covered at all. It is definitely necessary that these and possibly other components be given more time as opposed to some parts of DDP which were overemphasized.

Most of this hour was devoted to explaining CIA relations with the Special Group and as such met the terms of reference. He used all of his allotted time and thus was unavailable for questions. He said practically nothing about the Clandestine Services.

A good introduction to DDP, well presented. He used an organizational chart in his presentation, but wisely did not depend on it heavily. I found all of the DDP presentations interesting since this is the part of the Agency I know least about.

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LECTURE; The Nature of Covert Action

SPEAKER: [REDACTED]

DDI Comments

25X1A

[REDACTED] - All of the information presented was interesting, and the speakers did a great job in presenting it.

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[REDACTED] could have used some back-up visual aids to supplement his presentation. The [REDACTED] panel was interesting but probably could have been combined with an over-all CA presentation. Both of these men are very capable speakers, and they did an excellent job in covering what seems to be difficult subjects involving the problems of [REDACTED]

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[REDACTED] - good exposition, no complaints on talk. Felt there was an unconscious effort to play down some of the more dramatic aspects of CA, certainly the branches that followed up on his talk. [REDACTED] 25X1C represented some of the more innocuous aspects of CA.

Best and most balanced presentation of a particular sector of operations by any component of the DDP. Topic of particular interest to me because it can be more easily related and identified with other operations in the Agency, including my own. Examples of other types of CA would be desirable.

The general synopsis was fine. An evaluation of effectiveness of CA against our enemy or enemies would have been interesting. What CA ops are about to be embarked upon would have been stimulating even if presented as a hypothetical situation, especially before mealtime. Time - too long.

25X1A Good as far as it went, but it did not go very far. I would suggest eliminating other CA speakers from the program and allotting the additional time to [REDACTED] for a much more complete presentation. I would ask him to emphasize not why his Staff engages in CA, but HOW! ! With many examples!

25X1A Spent too much time talking around a fascinating subject and not nearly enough time about their objectives, the constraints upon them, and their effectiveness. I believe they should have tried to put across why they think their work is essential and justifies the very large Agency resources devoted to it. While unduly long, I thought the presentation by [REDACTED] 25X1A [REDACTED] communicated a sense of enthusiasm and personal involvement as few other presentations did.

DDP Comments

Subject matter was good but the actual presentation was dull and uninteresting. I do not feel that I am still really aware of the functioning of Covert Action Staff. Recommend a more forceful speaker deliver a more explicit presentation of this subject. Time is adequate.

25X1A [REDACTED] evolved in an interesting fashion CA from its historical origin to the present state of the art. He covered adequately the general aspects of political and propaganda operations, but, to the best recollection that I have, did not relate the covert effort to the efforts of other U.S. agencies, which might have given us a better perspective of the CA effort. He might have taken a typical operation, explaining how it originated, the coordination effected, the funding method employed, cover aspects and the results (or failures) achieved, and finally, how the operation enhanced or weakened the U.S. posture. He ignored (possibly because of organizational reasons) the economic side of CA. (Note: [REDACTED] presumably, has complete responsibility in the area). 25X1A

25X1A [REDACTED] and Staff - I seriously question the value of this presentation to a group of this level of professional experience. Sometime in their previous training they should have received at least an orientation on the nature of Covert Action, and therefore an orientation of the nature presented would seem to be superfluous. [REDACTED] had already dwelled on some aspects of CA in his presentation, and I think perhaps could have gone into the policy considerations of CA activity at greater length. To me this would seem to be the most important consideration rather than the "nuts and bolts" of CA which [REDACTED] and his staff apparently attempted to present. Even then such was not the case and the two panel members spent a great deal of time presenting a history of Soviet and Communist activity in the field of [REDACTED] rather than the CA Staff's own activities 25X1A in both fields. There was also a tendency by the speakers to hedge in 25X1C

answering questions. I strongly recommend that this presentation be deleted from future courses.

Good speaker, but presentation insufficiently analytical. I would have benefited more by a presentation on the why, the problems, solutions (both managerial and operational) and, particularly, how they go about measuring the results. At mid-career is certainly not too early to prepare for the day when it will be necessary to choose, e.g., between an agent collection project, a propaganda project, or a "black box" project.

25X1A

[REDACTED] The presentations were received with built-in prejudices by this student, who fully expected to disapprove of both presentations and participants. Despite this attitude, I must remark that the latter two speakers were articulate, very intelligent, entertaining, and gave excellent talks which described in depth their activities, or at least the favorable aspects of these activities. Although I agree with very little of their arguments because of years of contact with their activities, the presentations were of definite interest and value to me. [REDACTED]

25X1A

Satisfactory for an important subject, but I take strong issue with the fact that it was given at all.

A good presentation on what the CA Staff does with examples of problems in various areas of the world to which it directs its energies. Off the mark, however, by not being more explicit on how the CA Staff goes about its job, its relationships with other Agency components (particularly Area Divisions in DDP), its relationships with the offices and work of overt U.S. Agencies, and how it receives its policy direction. In executing policy decisions clandestinely, more emphasis should be placed on those factors making clandestine action necessary with specific examples. It was clear what actions are involved when action proposals are submitted from below, but not clear how the CA Staff receives guidance from above both within the Agency and in contacts with policy mechanisms of the Government.

This presentation was clear, concise and worthwhile. It was a natural and perfect introduction for the follow-up talks on [REDACTED] 25X1A It would have been helpful if the relationship between the CA Staff and the Operating Divisions was made clear.

25X1A

[REDACTED] coverage of the Covert Action Staff's mission was well done and a stage-setter for the follow-up talks of [REDACTED] He did neglect the economic action field and could have defined by example how and why a major political or economic action program comes into being.

25X1A

DDS Comments (Including O/DCI)

Interesting and informative presentation, but I think I would have found it far more useful with some specific examples of our covert action activities.

Once again, I feel there was an unwarranted holdback of specifics here. I am familiar with many CA and IO activities of the past, and I feel that the class would have benefited from hearing of those where current security considerations permit. I would imagine that this lecture would have been very difficult for someone not already fairly familiar with the activities being covered. I heard one student refer to it as "fuzzy," and I think this is a valid description.

25X1A This presentation should, I think, be balanced off by a presentation on the FI Staff, origin and extent of activities. The afternoon block in students, [REDACTED] was interesting, but did not seem to fit in the general concept of the broad-based introduction to policy in the Agency. Conversely, this presentation pointed out that the staffs under the DDP are not merely fulfilling a staff function as the ADDP stated in his remarks. I found this particularly confusing when I heard that the CA Staff and its branches, no less, [REDACTED]. Under these conditions I believe that the presentation should cover the policy under which the CA Staff operates, how and why it differs from other staffs, and its command channel in relationship to the Chief of Station and Division Chief. After laying this ground work in broad sense, he could then present actual case studies.

Material was worthwhile considering. Material was well covered. Presentation was not effective; speaker volume was too low; pitch was monotonous.

25X1A

[REDACTED] - This subject was well organized, and I think, most effectively presented. The dual panel of [REDACTED] 25X1A worked out very well. Covert Action is a very important activity and one in which I would prefer we would take the aggressive action and not delay until the opposition has fire going that we have to work to put out.

Most profitable from a standpoint of subject matter in that I had never had any contact with the CA activities. The talk was candid, but revealing enough to understand the many functions.

25X1A

[REDACTED] was a good speaker with well organized material.

As with the DDP I found this of little personal value to me because of working with the JOT's. The coverage was excellent and well presented.

Apparently Security does not permit the speaker to tell about Covert Actions more specifically. I didn't gain anything from this lecture.

DDS&T Comments

25X1A

[REDACTED] was speaking on a difficult and not widely known topic. His delivery and subject organization were good, though the delivery tended toward the pedantic. Again, he was very general and non-specific. His only specific case was the Italian elections of 1948. This was an interesting but to me not a vital presentation.

This presentation was mostly in the abstract. What I would have liked to hear are specific case examples, bad ones as well as good ones. I was left with the feeling that a large amount of money is being spent for a minimum of tangible results. Thus to me the nature of Covert Action is vague.

A good presentation on CA. I felt [REDACTED] gave a frank, open presentation. Fielded questions well.

25X1A

LECTURE: 1. [REDACTED] in Under- 25X1A
developed Countries
2. The Fight with Communism at the Local, National and International Level

SPEAKERS: [REDACTED] 25X1A

DDI Comments

I've seen this Gold Dust Twin method of exposition developed to a very high degree by Air Force briefing teams. Although it does help to keep you awake -- a very vital question to me on any class right after lunch -- frankly, I find it a little affected and distracting. You're too conscious of how something is being said, not what. Both speakers taken individually were excellent, enthusiastic and up on their subject.

25X1A

[REDACTED] was so dynamic I felt almost at times like I was being verbally bullied by a union organizer, but such drive is an occasionally refreshing change from the mild cynicism of most experienced intelligence officers.

A delightful after lunch sweet from two obviously enthusiastic and dynamic officers. Not really important subject matter in terms of Course concept. Time adequate.

Too scholarly an approach to the subject. Too much focus on why CA; not enough on how! Tandem deliveries such as this one are rarely useful and should be discouraged; too much backtracking and bilateral discussion, too little organization.

DDP Comments

I don't think this subject was a good choice to describe the function (or one of them) of CA. Further, for one who is not very well informed on either subject, I believe the [REDACTED] should be treated as separate subjects. The Huntley-Brinkley presentation by the lecturers caused me to lose track of the subject in their constant switching back and forth. Recommend more factual examples of work of CA Staff.

25X1A

I considered the two-man team of [REDACTED] a very effective device for conveying a good understanding of work in the [REDACTED] fields (the similarities and differences). [REDACTED] although obviously a dedicated and competent officer, gave a somewhat theatrical impression; [REDACTED] review was more reasoned and sober.

25X1A

Very entertaining, but I'm afraid it was too light for long retention. On reflection, I wish I'd asked why they are not in [REDACTED] and why there is an [REDACTED] Both speakers surprised me with their enthusiasm, and I'm willing to concede that what came across as mere glibness may have simply been caused by the galloping clock.

The presentation was fair, but I must take strong issue with the fact that it was given at all. Not that the subject matter is inappropriate, but that it received undue emphasis. Of equal importance are political and propaganda operations of which little mention was made. Either give them equal time, or better, eliminate this specific talk and expand [REDACTED] time so that he has an opportunity to treat each subject in proper perspective.

A fast-moving, articulate presentation. I liked the technique used for the delivery, but it was almost too glib and pat. Should explain more clearly why and how a Staff component is engaged in operations and how it relates to operations of the Area Divisions. Need more on the policy framework for [REDACTED] activities of the Agency. Merely noting that problems exist, for example with [REDACTED] is not enough. Should expand on what these problems are and how and through what channels we go about solving them. Also need to relate International Operations more specifically to the objectives in the narrower national contexts with examples of conflicting purposes and how these are resolved from a policy standpoint. The [REDACTED] situation would be an illuminating example in this respect, and I recommend

that it definitely be incorporated as an example in place of the rather sterile commentary of the [redacted] example.

25X1A

25X1A

[redacted] did an excellent job of selling their product, the CA Staff. Their presentation was both informative and interesting. They failed to explain how their respective components fitted into the over-all Agency CA program. Individual presentations by each officer and some visual aids would have helped me to gain a better understanding of the make up of the CA Staff. They certainly held nothing back. They were afforded ample time.

25X1A

I believe [redacted] two-prong approach to their subject tended to cloud rather than clarify their operations. There was

25X1A

in this case, as in others, a far too extensive use of initials. [redacted] 25X1A and [redacted] should give individual presentations, and I feel they should show the CA operations by example. I believe each could accomplish his part separate in thirty minutes.

DDS Comments (Including O/DCI)

25X1A

I didn't get as much from this one as I had anticipated and found myself jumping from [redacted] 25X1A Believe if [redacted] had been given equal time for specific presentations the results for me would have been much better.

25X1A

The mechanical fact of having this a joint presentation by two officers I found rather distracting. I feel that either of the men, who are obviously very well informed on CA's activities, could have covered both fields by himself. Also, they employed, in my opinion, an overabundance of initials and jargon.

25X1A

As an example of Covert Action I don't think this was very good material. The material which was selected was not covered very well. The presentation was not effective. Were it not for my notes, I am afraid that I would be hard pressed to recall anything but the enthusiasm (but not the substance) of [redacted] I do not recommend the Huntley-Brinkley approach.

25X1A

This subject was well organized and I think most effectively presented. The dual panel of [redacted] worked out very well. Covert Action is a very important activity and one in which I would prefer we would take the aggressive action and not delay until the opposition has a fire going that we have to work to put out.

I feel that this field or topic could have easily been covered in the

preceding presentation. The examples of Covert Actions presented were not too revealing, and I feel that the lectures may have "hedged" somewhat.

While both gentlemen were good speakers and well versed in their material, I prefer to have a single speaker at a given time.

Too much time spent on general ideas and topics for me because of working with JOT's. I believe these two speakers could make a good contribution by concentrating on and explaining three or four case histories in which CA objectives, costs, risks, case officer problems, special group discussions, State Department coordination, etc. could be identified. I did not enjoy the Huntley-Brinkley style of presentation. By using a few good case histories I think the Midcareer students could better understand the nature of and need for CA operations.

This was an informative discussion in general terms.

DDS&T Comments

Both of these men had an enthusiastic and well informed approach to their subject, but on just how their subject relates to real life, I am somewhat in the dark. [REDACTED] seemed embarrassed in stating his staff of personnel numbered 40, and I agree he should be. In view of the omissions from the Course curriculum, it would seem this presentation was redundant and unnecessary after that of [REDACTED] 25X1A 25X1A

Both of these men are excellent speakers, but had little to say in the specific. In a newspanel type discussion they discussed [REDACTED] 25X1A [REDACTED] as targets for Soviet exploitation. This was nothing new to the class. Only two specific cases were cited.

Very well presented; however, I didn't find the content too interesting until actual operational cases were discussed. Suggest more examples be given in next presentation.

25X1A LECTURE: CIA Field Stations
SPEAKER: [REDACTED]

DDI Comments

This presentation was done very well. [REDACTED] did a good job 25X1A

in presenting the background and problems of field stations, the country team and the role of responsibility for intelligence reporting and policy making. Although the seminar arrangement that followed this presentation was intended to break up the group into small teams, I believe it would have been more interesting to all concerned if: 1) [REDACTED] continued 25X1A on with his presentation, or 2) that a panel with [REDACTED] and other officials from the DDP be formed to continue on these problems for the evening portion. 25X1A

Speaking of mild cynicism, I'm glad I had [REDACTED] for seminar 25X1A that evening. It made much of what he said in the afternoon more understandable. Since this was a new and different world for me, I enjoyed the lecture very much -- and probably would have from even the worst speaker in the world -- which he isn't, of course. I do regret that [REDACTED] 25X1A couldn't have been here to fill in on much of what was only hinted at -- no need to know, just curiosity.

Interesting and revealing to a member of the DDI and inculcative of a more sympathetic understanding and appreciation of the problems on the front lines of action of the Clandestine Services. By concentrating on problems presentation as a whole tended to be unbalanced. To correct this more attention should be devoted to the accomplishments and more rewarding aspects of these services.

A real experienced, senior Division Chief who doesn't really want to discuss his subject. Presented in a noncontroversial vein thus not provoking a good controversy or many questions. Broadbrush with no tacks.

Very interesting, anecdotal presentation. However, I think that the evening seminar requiring the speaker's presence could be dropped in favor of a student and OTR-chaired seminar on the pattern of the Sunday afternoon session. We have sufficient DDP types to have a good uninhibited session on the "small station" topic (Is it all a matter of plane schedules?)

Very good. I gained an impression of a man of experience, responsibility, and professional competence giving an honest, balanced picture of the manner in which the DDP operates overseas. He pitched his talk at exactly the right level for this particular audience.

Interesting and informative. Not exciting, but useful.

DDP Comments

25X1A

[REDACTED] is a very interesting speaker, but I'm not sure that the subject material is quite correct. The role of the station is obvious

25X1A and after describing the function and set-up of the station, the subject is about milked dry. I would rather hear him speak about the relation between [REDACTED] and have a longer questions period.

The seminar was enjoyable, but I think two hours is too long.

25X1A [REDACTED] provided non-DDP officers with an extremely useful "snapshot" of the nature of stations, their relationship with [REDACTED] 25X1A and their problems of cover, communication, and work load. He gave a reasoned logical and dispassionate presentation. A good speaker.

25X1A This was an excellent presentation and extremely valuable to all members of the class. In his presentation [REDACTED] aptly described the problems facing the CIA Stations Chief and demonstrated these problems by citing specific examples. I recommend that this presentation not only be included in future classes but that some additions be made to it. I would suggest that consideration be given to scheduling this presentation the same day with a presentation on the DDP Division Chief, possibly presented by [REDACTED] of SR Division. Then that night the class could be broken down into two seminar groups one led by [REDACTED] and the other by 25X1A [REDACTED]

25X1A [REDACTED]

As a DDP officer with some years abroad, I did not learn a great deal that was new. But I applauded perhaps louder than anyone else because of the excellence of the presentation. The evolution of the CIA field station into a miniature CIA may not turn out to be successful. The development of skills required to recruit and deal with human sources are in danger of being submerged in some areas while DDP officers busy themselves on various committees and country teams.

This presentation was either at the top or very close to the top of my list of valuable lectures, both as a DDP officer and (to other students in my opinion) the overt students. The speakers openness and logical presentation of the development and role of the overseas station wa's excellent. His seminar, particularly with reference to his discussions on the problems of developing and managing staff officers in the Clandestine Services, was also of great value to me.

25X1A A solid and studied presentation. Did not really hit on the multitude of problems encountered by large and small field stations in terms of management as advertised, but more than compensated with excellent focus on relations with [REDACTED] installations. The presentation led very neatly to the underlying and broader question of what the Agency's clandestine role should be and how best accomplished in the face of growing involvement in policy matters with consequent overtness through exposure of personnel and activities. This topic was pursued with [REDACTED] 25X1A in the evening seminar, and I recommend that other DDP leaders such as [REDACTED] join in a seminar on this topic.

One of the better speakers on the program and up to this point the only person who made any attempt to explain the role of the FI side of the DDP shop. The question and answer period was most helpful because there was no attempt on the part of the speaker to refuse and not answer a question on security grounds. He should be continued in future presentations, and I would even suggest that he be allowed an additional period of time for formal presentation.

25X1A [REDACTED] is one of the Agency's most persuasive and colorful speakers. The topic itself is a hopeless one to cover, so varied are the situations and missions of the stations. Frankly, however, I can see no remedy, and the subject matter is definitely pertinent.

25X1A [REDACTED] comments were extremely well presented. I feel an additional half hour should be allotted to this section in order to allow for a broader discussion of the management problems and the role that we should play in the country team effort.

DDS Comments (Including O/DCI)

I found this presentation interesting in every respect and feel it should certainly be continued in future courses. Night seminar equally interesting but maybe a little long. We ran out of problems at small stations and head-long into the problems of big divisions.

This was an excellent presentation in all respects.

The material was worth considering. The material was well covered. The speaker was very effective in an informal, casual way.

25X1A The lecture given by [REDACTED] was one of the more dynamic discussions given. I think he strayed considerably away from his published topic of small stations, but his knowledge and understanding of over-all Agency problems is profound.

25X1A To the non-DDP'er [REDACTED] talk was open, informative and exceedingly helpful in understanding the functions, and operations of the field station, particularly to me, since it has been some years since I have been assigned overseas with the Agency, and I now realize there have been many changes in policy and administration.

Excellent in every respect.

Although I've worked in DDP field stations, I still learned from this talk. He did a good job of identifying some of the major problems of a

field station. He kept to the topic and, of course, spoke from first-hand knowledge. This, however, needs another hour, perhaps to relate a little closer the field case officers role - "a week in the life of a DDP GS-13-14 field case officer."

DDS&T Comments

This was one of the best presentations of the Course in content, in delivery, and in vitality of the subject matter. [REDACTED] obviously knew his subject intimately; he had a humorous outlook, and he used numerous specific cases and examples to make the topic alive for his audience. If all presentations and subject matter of the course were of this level of importance, applicants would be standing in line.

25X1A [REDACTED] gave an excellent presentation on the problems of CIA field stations. He discussed many subjects and more important was responsive to questions. I was fortunate to have been in [REDACTED] evening seminar where again he spoke to a variety of topics in a forceful and forthright manner. In the interest of the class as a whole, [REDACTED] should be programmed for more time, not to lecture, but to answer questions.

Probably the second best DDP presentation. An engrossing talk, perhaps because the man himself is so interesting.

25X1A SEMINAR: Small Station Problems
PARTICIPANTS: [REDACTED]

DDI Comments

25X1A [REDACTED] presented after dinner stories of his experiences at one "medium" sized station. Length of time, plenty. I am not sure what the point was, but a seminar it was not. Length of time too long. I could have read profitably.

See DDP reaction for truth. Next time, no.

DDP Comments

The seminar was enjoyable, but I think two hours is too long.

25X1A

I would have preferred one panel discussion [REDACTED] 25X1A
[REDACTED] with audience participation.

We detoured to other topics, and no fair critique is possible.

I was unfortunate enough to have been part of [REDACTED] seminar 25X1A
group. From a personal point of view I felt that this period was wasted.
The speaker gave the members of his seminar group a mistaken impression
of the average CIA field station. He wandered from the subject of the
seminar and the only times that he made any coherent statements was when
he made direct quotes from [REDACTED] lecture. He should not be
asked to participate in future courses. I would suggest that former
Chiefs of Station with wide experience such as [REDACTED] might better 25X1A
fill the bill.

I found the seminar session that followed the CIA Field Station
presentation, and all other seminars, very helpful. From a time standpoint
these appeared to be no problem, but I would recommend, if feasible, the
seminar leaders be men at the Division Chief level.

DDS Comments (Including O/DCI)

The Seminar on Small Station Problems to me was not overly productive.
I felt that it was not concerning a small station (since 24 appears to be
large or at most a medium size station) and the problems presented seemed
mostly to be concerned with area problems. And area problems differ through-
out the world.

A very decided advantage of a course like this is the opportunity to
exchange ideas in small groups composed of disparate types and backgrounds.
The seminar or informal group discussion approach is well worth it and
highly recommended.

25X1A

[REDACTED] spoke to the group in terms that we would all be Chiefs
of Station in the future. I also feel that his presentation was too confined
in that he gave HIS opinions as to how a station should be operated and
was in direct conflict to many, many others including the preceding and
subsequent speaker. His comments on the operations of a station were
specific and not generalized. I am sure that not all stations can be operated
on a daily basis by an inflexible SOP.

25X1A

[REDACTED] - Provocative and it generated a good discussion. Time was
about right.

A good and informative talk.

DDS&T Comments

25X1A [REDACTED] - More small seminars should be made part of the Course. This gave me a chance to find out more about operational problems and activities in DDP.

25X1A LECTURE: The Scope of Paramilitary Action
SPEAKER: [REDACTED], USA

DDI Comments

25X1A This presentation on paramilitary operations was very interesting to me. [REDACTED] was a dynamic speaker, and his outline of paramilitary (PM) as it exists today in the Agency and what is under consideration for future development, was very well done. A possible exhibit or review of the equipment associated with these operations, as he discussed them, may be of interest as an aid to round off this area of responsibility. For instance, his invitation to visit the 100-man pack exhibit is somewhat out of the question for those not located in the Headquarters Building.

Could skip the pep talk and generalities with which he started his talk -- calling people "comers" could lead to all sorts of foul jokes. However, once he got warmed up and got into details (especially during the question period) he was fine. His Marine-style dynamism (I'll bet he'd hate that!) and sense of humor were very enjoyable. We'll all probably remember that the bull with the ball gets the call long after we've forgotten everything else. Could have stood more examples of successful PM ops - and unsuccessful - without any "in a certain country" type nonsense, but once again, security!

25X1A Very good presentation with interesting explanation of the principle of the PM mission. It would be interesting to hear why this important sector of operations is down at the division level -- a question not too politic to pose publicly [REDACTED]

25X1A The scope of [REDACTED] got left out in [REDACTED] presentation somehow in spite of his dynamic para-para style. A hypothetical case tying in all other Agency components' contribution to such an operation would have been interesting. The answer to the question about where covert action ideas

originate could have been expanded had [REDACTED] so decided. It 25X1A
was interesting to note that some DDP personnel felt [REDACTED] was 25X1A
not covering the subject and thus holding back. The subject matter was
new to this 10-year DDIer as well as [REDACTED], perhaps. Length 25X1A
of time, adequate.

Good peppy presentation. The speaker, refreshingly, was frank and informative. Perhaps we could have used a bit more detail.

Widened my horizon considerably even though he gave us very little of substance. An excellent presentation dealing with a costly, politically-charged activity of high interest to anyone in the Agency. For me, one of the most memorable talks.

Excellent presentation, but more so because in many ways this is a dry business and we get captured by the exotic, and not necessarily rightly.

DDP Comments

This was a good lecture presented in a very enthusiastic manner and refreshing in the change from the rather soft or played down approach of the previous lecturers. I would rather hear [REDACTED] deal more with 25X1A the actual functions and abilities of [REDACTED]. Suggest the question period be 25X1A lengthened to at least thirty minutes.

I rate this as one of the very best, possibly due in large part to the blunt and forceful character of the speaker. He evoked a good reaction by having indicated research with the background of his audience. Again, I am personally interested and involved in one facet of his work. I suggest the continued use of this speaker. He effectively related the [REDACTED] effort to 25X1A an ultimate political objective.

25X1C



This presentation was probably the best I heard. [REDACTED] is a 25X1A very effective speaker, and he obviously knows how to get the show on the road. Any Midcareer class that misses him will be the poorer for it!

This was an interesting and valuable briefing on the PM work of the Agency. Perhaps examples, security allowing, would have made the talk more valuable to the Course, but in general it was a good presentation. I might suggest that other lecturers be told that the General impressed the Course by being interested sufficiently to check student backgrounds.

An excellent discussion of a specialized but timely topic. Continue as is.

An outstanding presentation. Well organized, to the point, and beautifully delivered. Gave a brief but very clear picture of his organization, his conception of his mission, and how he is going about implementing it. Where we go from here -- a more precise picture and definition of the Agency's paramilitary role; what degree of preparedness against contingencies can the Agency economically and reasonably be expected to undertake; and questions of policy and management for budgeting and committing funds -- are matters for which [REDACTED] himself is in need of guidance. This topic should lend itself well to seminar discussion with focus on aspects of inter-agency coordination particularly DOD, where it picks up and the Agency leaves off.

25X1A

His presentation was very good, he knew his subject from an historical point of view, and he made it as appealing as possible without really saying very much. His enthusiasm was a welcome and refreshing change from what had, up to this point, been a mixed collection of artists parading their wares before a captive audience. It would have been helpful if the [REDACTED] devoted a little time to giving specific examples of Agency involvement in PM activities. It is unfortunate that he did not stress the point that PM officers are not "all brawn and no brains." Ample time was devoted to the subject; it should certainly be continued as part of the Course.

25X1A

25X1A

[REDACTED] portion of the program was one of the highlights of the Course to date. He clearly outlined the [REDACTED] function and mentioned its operations in the field of covert activity. I would have appreciated his outlining more fully the degree of support of [REDACTED] operations provided internally by TSD and externally by the other members of the intelligence structure. If more time is required to expand on this presentation, it should be allotted.

25X1A

25X1A

25X1A

[REDACTED] was somewhat slow in getting to his subject, but when he did, I felt he laid it on the line for us. I recommend he give added time to cover in greater detail [REDACTED]

25X1A

25X1A

The [REDACTED] is a very effective speaker who put on a most interesting talk. However, here again I feel that some specifics would have better illustrated the activities being discussed.

25X1A

[REDACTED] made one of the outstanding presentations since, in my opinion, he hit directly on the propose of the Course and where [REDACTED] fit in. He gave a wide base to his pyramid and then topped it off with specific examples of management problems.

25X1A

The material is worth considering. The material was well covered. The presentation was excellent.

25X1A

[REDACTED] is a very effective speaker. His presentation of the paramilitary problem was very good. I think his failure to mention the heavy dependence his staff must place on the Support Staff was unfortunate. Because of his capable delivery, his topic does not require any beefing up to sustain interest. However, I think some direct illustrations of PM in actual operations would be in order.

Presentation was dynamic because of the speaker. Information covered was helpful from a knowledge standpoint, particularly the fairly recent developments in paramilitary operations and training within the Agency. I was particularly impressed with [REDACTED] long-term interest in 25X1A training the young new employee in this field with the long-range usefulness of such individuals within the Agency.

Excellent. Have this man for future courses if at all possible.

25X1A

In the first hour the [REDACTED] cited very few specifics. Although charged with the responsibility for maintaining a PM capability within DDP, he did not say anything about how this would be done; no comment about PM training for DDP personnel, especially for JOT's. Having

25X1A

served in this field overseas and at [REDACTED] I am acquainted with the PM problem first hand and thus found the talk of little value to me.

A good and informative talk. He spoke openly on PM activities. Until now, I always thought PM activities should belong to DIA.

DDS&T Comments

25X1A

[REDACTED] talk was one of the best of the Course. He provided good background data with an adequate history back up. He had one failing which has been noted before -- there were not enough specific examples and illustrations in his talk to bring pictures of real-life to his audience.

His description of the PM training cycle and recruitment was very good; however, he did not discuss actual instances of where some of this is being used and how such PM forces would be deployed. The other [REDACTED] 25X1A components were covered briefly, but explanations of real-life activities were lacking. He made real friends of everyone in the Course; however, when he stated that he had reviewed the files of all attendees. Incidentally, all prospective speakers to the course should be furnished a poop sheet on attendees if they are not already provided. [REDACTED] tended to be somewhat verbose in answering questions, wandering from the point at times. 25X1A

25X1A

[REDACTED] is a most effective speaker. The current situation in Viet Nam made his subject a timely one. He spoke on current events and offered some candid opinions. More time should be allocated for questions.

Probably the best presentation from the DDP side. Again, the man himself is so interesting. I particularly liked his constant stressing of his opinion on the CIA role in PM activities.

SUBJECT: Comments on Cancellation of Mr. Angleton's Talk on Major Counterintelligence Problems and on [REDACTED] Fill-in
Talk on Africa

25X1A

DDI Comments

Too bad we missed Mr. Angleton. I know nothing of the CI Staff and want to know something about it. Absence of a CI lecturer leaves a big gap in our DDP series. [REDACTED] - Very interesting fill-in for the absent Angleton. Really much more than that; I hope that we hear more from this speaker. 25X1A

25X1A

[REDACTED] - Not a fair chance to demonstrate. A filler and as such well done.

DDP Comments

25X1A

[REDACTED] - This was a substitute for the originally scheduled "Major Counterintelligence Problems." Interesting and informative, but I would have preferred to listen to the original subject.

Angleton - Obviously one of the major gaps!

I was disappointed that this class was cancelled especially since in spite of nine years in the Agency, all in DDP, I have yet to hear a presentation by Chief, CI. Perhaps the next course should include a talk by either [REDACTED] rather than a representative of the CI Staff since they seem so hard pressed for time.

The CI Staff did not improve its prima donna image by its no-show. I'd like to hear a few words on SR/CE vs CI Staff, for example.

Angleton - The speaker neither appeared nor provided a substitute, a point against the course being considered by the student as one really having the degree of backing from the DCI, DDCI et al claimed for it by the Office of Training. Recommendations for this general subject are further considered in Section B. [REDACTED] - Although some students have 25X1A remarked that this talk was adversely affected by being at the end of a stream of lectures on the horrid problems of the poor DDP types, I was very much appreciative of the articulate descriptions given of African countries and of details of Agency efforts in small stations. I would recommend that a similar talk be included in future courses if time can be taken (say from Cover Activities, whose details are less required than details of the Agency efforts abroad).

DDS Comments (Including O/DCI)

A very interesting talk which should be made a regular part of the Course

Major Counterintelligence Problems ought to be included as a subject for this Course. It is unfortunate that the material was not presented.

[REDACTED] - This was very worthwhile material. The material was well covered. The presentation was effective. It is a tribute to OTR that it maintains a flexibility such that this lecture could be substituted at a moment's notice.

DDS&T Comments

[REDACTED] spoke extemporaneously on Africa and was most entertaining and informative on an area about which I am very ignorant. It seems to be a necessity that the staff of the Midcareer Course have the capability of filling in when necessary.

Mr. Angleton did not deign to speak on CI matters.

[REDACTED] for Angleton who didn't show. A very interesting talk on station

problems in Africa. I commend [REDACTED] for his ability to fill in in such 25X1A an admirable manner, and I understand from classmates that I heard a better talk than that I would have heard from Mr. Angleton.

LECTURE: DD/I Support of National Policy Formulation
SPEAKER: Chester Cooper

DDI Comments

He was an extremely interesting speaker. His discussion on the role of CIA in the National Security Structure has left me with a greater appreciation of policymaking level of our Government. As far as time goes, I would have liked to hear more from this speaker; however, I realize this probably could not be arranged because of the numerous topics and speakers that should be included in this Course.

A different and politically honest type of presentation. I enjoyed the subject matter, but was disappointed in the speaking ability. Since he is called on to do so much briefing, I presume he is a better speaker with a much smaller group, though I emphasize this is in the how, not the what I criticize. Probably one of the poorer speakers of the lot, but sure glad I could hear what he had to say.

25X1A

Cooper and [REDACTED] - Together presented an extremely lucid and comprehensive picture of the role of the Agency at the top policy levels of the Government. For me one of the most rewarding presentations and one of the basic justifications for working in the Agency.

It was a pity that Mr. Cooper has speech problems. It was difficult to grasp what he was saying. His subject was of great interest but presented dryly. This was related to John Bross' subject and an important one from my personal viewpoint. More's the pity, perhaps Mr. Cooper should try voice projection rather than an erudite intellectual (egghead) approach. Length of time, adequate.

Frank and interesting! Too bad that snow prevented a Monday appearance. By the way, no one else in the DDI Headquarters complex (except Ray Cline) would offer as much for the students.

Very good. The subject, "changing methods of the Policy makers and the impact of these changes on the intelligence community," was just the type of thing I had hoped to hear about. It would have been well if

he could have described, at least briefly, the present organization of the Office of the DDI and the all-source center. It wouldn't have hurt a bit if Mr. Cline could have made an appearance like Dr. Wheelon.

I thought it was poor. I think the Course needs more overall DDI operation, but I felt Mr. Cooper only represented the New Frontier.

DDP Comments

It appeared to me as if the speaker was more inclined to discuss the various functions of the State Department and the working relation of the DDI with other Agency groups rather than the assigned subject. I believe the lecturer talked around the subject rather than on it, and as a result, I feel that I don't really know much more about the DDI than I did before the lecture. Recommend the subject be revised to include the working level of DDI and a more complete explanation of the DDI as an organization.

One of our weaker speakers, in my judgment, although he dealt fairly thoroughly with the subject matter assigned. Mr. Cooper gave us a rather dull, uninspired and halting talk. He conducted himself with a surprising absence of assurance. His discussion did have the auxiliary benefit, however, of prompting agitated after-hour debate. To an extent, he repeated the content of Mr. Kirkpatrick's review.

This was an interesting presentation and gave the class a limited insight into the CIA role in supporting National Policy Decisions. Again, however, the time allotted the speaker was too short and there was little time for questions. Since this subject is of vital interest to us at the moment due to the current campaign of adverse criticism of the Agency, it would seem more advisable to allow more time for the presentation and even more for questions.

I did not bring much away from this session.

The speaker was not the best in the world, but the talk was of critical interest insofar as this student was concerned, and I was very much interested in the mechanics of White House/Agency/State cooperative efforts in the production of National Policy. I should imagine that the speaker for this course was properly chosen for his experience and position in the described process and not for his public speaking abilities.

This was one of the most valuable sessions of the course. I conceived of the course as an attempt to broaden the viewpoints of the participants outside of their specific competences so that as they later assume executive responsibilities in their fields, they will have an understanding of the impact of their activities upon other governmental spheres and be able to better adjust their decisions to the realities of national political entities. This discussion concerned the Agency's position in policy formulation aside

from the DDP, the individuals and organs upon whom we depend, our impact upon them, and the Real Politik involved. I would personally have devoted a great deal more time to this topic (truncating the discussions of single DDI and DDS components) to discuss such matters as the weight given to national estimates by each power center in the government, the specific roles played by White House advisors, the Agency's relationships, other than budgetary, with Congress (a topic no one has clarified but which would have well fitted into Mr. Cooper's talk).

Most valuable for insight provided on the informal but meaningful mechanisms whereby intelligence serves to influence policy decisions. With tighter organization of content and delivery could cover more valuable ground in the time allowed. One of the most useful presentations for broadening my understanding of how things really work. A good follow-up to this lecture would be a similar view of the informal but meaningful mechanisms for translation of policy into execution and actions by the Agency. In other words, the relationship of the policy level to DDP. Perhaps a counterpart and similar system does not exist as yet. I would like to know if a gap does exist here, and if the National Policy Planning paper series now underway with covert annexes is designed to take care of this aspect.

This was a good presentation, it clarified the Agency's position relative to the policy making elements in government. He might have enlarged on the role the Agency plays in support of U.S. policy objectives, or one specific example going from the drawing board to the White House. This was a subject in which I was very interested so I feel that the time allotted was too short.

Mr. Cooper's subject matter and the detailed explanation of the DDI intelligence contribution was the beginning of the really profitable information from the standpoint of the writer, a DDP representative. Unfortunately Mr. Cooper was "initial prone" and this inhibited the writer's clear understanding of the various office interplay.

DDS Comments

Excellent - Mr. Cooper's explanation of how responsibilities are divided by White House Staff I found particularly interesting. Equally so were those concerning the DDI dinner meetings.

An excellent presentation.

Mr. Cooper presented valuable, helpful information.

- a. Subject must not be omitted.
- b. Material was well covered.
- c. Speaker was effective only because of the subject matter. In fact, his presentation was a bit monotonous. He did seem frank.

The subject matter covered in Mr. Cooper's presentation was particularly interesting to me, since I had not previously been exposed to the type information that was available within the agency, as well as the speed in which the various subject material could be retrieved.

The content of Mr. Cooper's lecture was very necessary to this course; however, his delivery was poor. At the outset it appeared that his delivery would be acceptable, but his voice dimmed on occasion to the point that it failed to carry to the rear of the room.

Mr. Cooper's discussion of the functions of intelligence in policy formulation was interesting. Perhaps more significant is what was left unsaid as to the force of views and advice offered to the policy makers, and the role of personalities in presenting the finished intelligence with recommendations. His mention of the National Policy Paper Series was significant in this respect, in that the implication is strong that we not only contribute intelligence but also actively make policy. This point was much discussed in later informal gatherings and I feel could be expanded in the presentation. Slightly ineffective speaking, but no real detriment.

An excellent presentation but much too short. For me it was new and very worthwhile and gave a very lucid insight on the Agency's relationship to the White House and various Staffs. Informative and very well done.

DDS&T Comments

Mr. Cooper covered a high level Agency activity quite well. He covered the topic well with adequate illustrations. One failing was his tendency to include himself in all phases of the operation. He was not immodest about his part in the Intelligence Community. He wandered and fiddled on the podium in a distracting manner. He also was too verbose in his answers to questions.

This was a most interesting discussion of the way various Presidents informally organize his office and advisors.

A very good opening talk for the DDI side. I would schedule Mr. Cooper again. I thought he was very candid. It is always interesting to hear people talk who can give some insight on the relationship of intelligence to the White House.

LECTURE: The Agency's Current Intelligence Role
SPEAKER: R. Jack Smith

DDI Comments

This was a good and complete presentation on the Agency's role in producing current intelligence. In addition, to the problems involved in the acquisition and use of raw material to produce current intelligence - the information on the different units of OCI, and the run-down provided on the completed final products was most informative.

Being much more familiar with this type of work, I was not as interested as in some of the other talks. Found Smith neither the best nor the worst - much was just expository.

I enjoyed this one even though his analyst would soon be in the looney bin if that week was always the week that was. Mr. Smith covered his topic in a commendable style giving us a view of OCI through the right end of a telescope. Length of time too long.

The best and most professional lecturer. Touched all the bases in just the right way.

A useful discussion of how OCI supports the Director and the White House. It would have been better if Mr. Smith had commented on the sources used by OCI and how these collection activities might improve their support.

Very impressive. Not only a good description of OCI, but I thought well done.

DDP Comments

A factual presentation of current intelligence procedures. The speaker used good examples and was interesting and informative. Recommend this subject remain in the course and continue scheduling it for the same amount of time.

An excellent speaker who gave a well rounded, splendidly organized and articulate presentation.

25X1A

This was an excellent briefing on the workings of OCI. The speaker was sincere and straight forward in answering questions from the class. His use of a specific example, that of a typical week in the life of the [redacted] desk officer was most effective in illustrating some of the problems facing the officer in OCI.

Aside from making very realistic the extreme pressures of time, the speaker did not reveal much new information to me.

The presentation was an unexciting general treatment of the subject, but was in sufficient depth to be of value to those in the DDP and should definitely be continued - hopefully with more pep and candor.

A satisfactory presentation of a subject which is pertinent to the course.

Well organized and presented. Thorough with many interesting examples and detail. A potentially dry topic made informative and useful by excellence of presentation.

This speaker added nothing to my previous knowledge on this subject. The presentation was interesting and the subject matter was adequately covered. By its very nature it must be included in future courses but something might be done to give it some life.

Mr. Smith's presentation was another extremely informative segment of the Course. Again, I welcome this type of performance: Unfamiliarity with the operations of the DDI. From a time standpoint I believe Mr. Cooper and Mr. Smith had sufficient time for proper presentation.

DDS Comments

In my opinion the most interesting and informative presentation to date. I was not aware of the check list intelligence bulletin for the President, the briefing the Director receives each morning or that OCI could report on so many varied subjects.

An excellent presentation.

- a. This material should be included.
- b. The material was adequately covered.
- c. The presentation was rather monotonous. Perhaps sample reports used as illustrations would have jazzed this up a bit.

Mr. Smith's discussion of the Office of Current Intelligence was very well presented. His excellent delivery is no doubt influenced by his daily practice of briefing the Director and his staff. This was an informative lecture which covered the many different duties within OCI. The various different reports and particularly the immense volume -- two and one half million pages per month -- as well as the high level importance of some of the publications were some of the highlights noted.

I enjoyed Mr. Smith's presentation more than any of the other subject matter covering DDI. I feel that I consumed and digested a greater understanding of the role that intelligence information serves within the Agency, namely how intelligence information is obtained; how it is digested, and final paper or briefing is presented to the Director, and finally how the information reaches the President. I also feel that his talk was the best organized of the DDI presentations, since he not only presented the Agency role, but the role of the other Intelligence communities.

Mr. Smith made a most worthwhile contribution.

Mr. Smith's talk on Current Intelligence was informative and helped me gain a better understanding of the mechanisms of intelligence dissemination. Good solid presentation.

Another informative and very worthwhile presentation. The "wish of an OCI officer" gave an excellent survey of the OCI activity on the common working level. The talk was excellent, superior organization and superbly presented.

DDS&T Comments

Mr. Smith covered OCI and the operation of current intelligence within CIA very well. He used a number of real examples and illustrations in his talk which helped to enliven the presentation. I could note no glaring omissions.

Even though I spent a number of years in the DDI, I was not aware of the amount of reporting which OCI must perform. Mr. Smith did a good job on his presentation and his device of relating a week in an OCI analysts work.

Excellent talk. I particularly liked Mr. Smith's attitude toward OCI as a funnel to the top for all of the Agency. Why isn't ORR represented in this course?

LECTURE: Highlights of Career and Major Intelligence Problems
SPEAKER: Allen W. Dulles

DDI Comments

It was truly an honor and privilege to meet and talk with a man such as Mr. Dulles. This will probably be one of the highlights of this course and it provided an experience I shall never forget. The "fireside" chat provided an excellent setting for such an occasion; and it goes without saying - if at all possible, more time should be allotted.

Evening with Allen Dulles I found delightful. I know the DDP people had heard many of these stories before, but I hadn't. They might have been bored - I felt pleased to be so privileged. I have a special interest in the history which he was describing so it probably meant a lot more to me than to most of the rest. I also enjoyed some of his remarks and philosophy when he talked with the men whose books he autographed - where they met overseas, which operation, etc., quite a guy!

Very pleasant evening. Great value in developing "esprit de corps" especially. Must repeat!

No comment - I was disappointed.

DDP Comments

Certainly the highlight of the course. Recommend strongly that this part of the course be retained.

Comment would be superfluous - a warm and convivial atmosphere - a feeling of belonging.

A thoroughly enjoyable evening. I regret that we were unable to hear him discuss current U.S. intelligence problems

This period was worth the effort just to display the amazing memory of the former DCI. Seriously, the period was most enjoyable to the reporting officer both as a first opportunity to meet Mr. Dulles, and to listen to the oft written but never read tales of Spying in Switzerland. For what it is worth, I trust that other courses will be able to hear Mr. Dulles until that far off day when his faculties fade.

An evening with this fine gentleman is an opportunity that should not be denied to others. I took the opportunity to speak with Mr. Dulles and I personally found it rewarding. I believe that much could be gained by just having Mr. Dulles field questions from the floor rather than attempting to recap his experiences. He should certainly be part of the course as long as he is willing and able.

Mr. Dulles' attendance was completely enjoyable. It was, however, neither rewarding nor profitable from the standpoint of information provided. I would prefer that Mr. Dulles concentrate on the problems that he feels the Agency will face in the future.

DDS Comments

Little can be said beyond. This is a wonderful way to spend an evening.

I think the highlight of this course, of course, will be the "fireside chat" with Mr. Dulles. Being able to listen to a master - as we were able to do - is most assuredly going to make us grow.

This was an interesting evening particularly I imagine for Mr. Dulles!

As always, Mr. Dulles gave the group an "unforgettable" and enjoyable evening to remember - just by his presence. I enjoyed hearing of his experiences in the "old days" and the course would not have been complete without his visit, since everyone looked forward to his visit. It will be a memorable event, and one that I will never forget - that of spending an evening with the "PRO."

Mr. Dulles' reminiscing was diverting and entertaining -- a pleasant evening.

Who can fault the former DCI? Not I. However, the topic given was of interest but had little relationship to the current Agency problems. The views of the elder statesman on some of the Agency's activities of today would have been welcomed.

DDS&T Comments

This was an interesting series of reminiscences and, of course, irreputable as to validity. It was the opportunity of a lifetime which will be invaluable as a memory. However, as an appreciation of the current problems and existence of CIA it was not the best.

The evening with Mr. Dulles was most enjoyable. He spoke at length on his past experience. It would have been better had he given some time to future problems which he might foresee.

SECRET

Interesting, but not what I wanted to hear from Mr. Dulles.
I think most midcareerists have either heard or read about his experiences
in Switzerland. I wanted to hear about his experiences in the Agency,
problems that beset him, where he thinks we are going, etc. . .

~~SECRET~~

25X1A

LECTURE: [REDACTED] and Exploitation
of Movements
SPEAKER: Joseph Larocque, Jr.

DDI Comments

Here again, this was a very good presentation on the responsibilities and functions of the office of operations. The small format handouts which covered the OO structure and their field stations was most useful in following his presentation. Perhaps others might be encouraged to use this technique to supplement future presentations.

25X1A Expository talk on something with which I was already quite familiar. No comment one way or the other. I think his explanation of the clear-cut division between OO and [REDACTED] helpful and might be equally good for the morale of some of his own people who worry about this.

A sophisticated and effective presentation of one of the less glamorous phases of operations.

A good presentation of a very dry subject. Keep up the humor. Profited from this discourse because of the point raised about OO/C and [REDACTED] jurisdictional responsibilities. Time too long. 25X1A

A fine presentation and of some interest, but it was here that I was most struck with the notion that this course spends too much time on Agency organization for its own sake. For example: Is it logical to examine every nook and cranny of OO merely because the speaker is available? And, at the same time, not a word about ORR, one of the Agency's biggest producers of finished intelligence? Larocque's talk was a good one, but it could have been cut to an hour by eliminating details.

Very good. Continue.

DDP Comments

This was a detailed and comprehensive presentation. Mr. Larocque is an interesting speaker who holds attention well. Recommend this portion of the course be retained with the same time limits.

A useful, well organized talk. Mr. Larocque made a seemingly dull subject quite interesting thru specific description of techniques - spiced by a rare sense of humor.

~~SECRET~~

SECRET

While Mr. Larocque does not possess a forceful delivery he was impressive in the manner in which he developed his presentation and his candid answers to our questions. He dwelt at length on FDD which is no longer in his ball park but since nobody else covered it this was worthwhile. His use of handouts to illustrate [redacted] were most helpful.

STATSPEC

Well done, but too much description and not enough analysis. Apparently the OO/DDP interface will evolve without the benefit of advice from Midcareerists.

This presentation was a poor, somewhat mild and vaguely "other worldly" talk which left the listener believing that the Agency was correct in removing FDD and would be correct in dissolving what appears to be a mishmash of units--OO/C going to the [redacted] and [redacted] being made independent. I believe this perhaps forlorn STATSPEC cause could have been better defended by a more effective speaker.

Mr. Larocque is not a stimulating speaker. The subject matter is pertinent but should be covered in a half-hour by a rapid, concise speaker, giving more time for other, far more important subjects.

Excellent presentation. Skillful use of organizational and functional charts for reference without inducing boredom. Many interesting examples and though-provoking matters -- particularly relationship (and conflict) with DDP through use of "covert methods on overt sources". This element and the extensive relationships with other Agency components and the support rendered to other government agencies 25X1A could profitably be pursued in an additional hour. I recommend presenting this lecture in conjunction with a lecture by the [redacted] component of DDP. A [redacted] type of duo might be an interesting way of doing it.

25X1A

This was a very clear presentation, it was informative and enjoyable. His breakdown and explanation of the functions performed by the various components in the Operations Division was excellent. His examples were both good and sufficient. He was, I believe, allotted enough time to cover his subject.

STATSPEC Mr. Larocque's allotted time appeared sufficient. His material was extremely well offered and of great interest to the writer who had not fully appreciated the [redacted] responsibilities.

DDS Comments (Including O/DCI)

25X1A

25X1A2000

A quick and very interesting 90 minutes. High points for me were [redacted] [redacted] and number of defector resettlement cases.

One of the best presentations of the course. It was interesting, well organized and presented well.

to me. Mr. Larocque made a very dry subject very interesting. This was of value

SECRET

~~SECRET~~

a. Material most definitely should be included.

b. Material was well covered.

c. This presentation was a good example of how to present a relatively dry, fact-crammed subject in an interesting manner. The casual use of visual aids was especially well done. The speaker knew his subject in detail but was not in the least pedantic in imparting it.

Mr. Larocque's presentation of the Office of Operations and its three divisions was quite illuminating in explaining how overt information is collected. His use of the three graphic sheets were quite appropriate and helpful.

STATSPEC

To me, Mr. Larocque gave a clear, concise discourse of the operations of [REDACTED] within and including the Office of Operations. This was of value, since previously I had misconceived ideas about the functions of OO. I now have a much clearer picture of OO because of this presentation, and since my roommate was an [REDACTED] careerist, other topics and fields within [REDACTED] are much clearer because of our STATSPEC "bull sessions".

Very good in all respects.

Mr. Larocque very effectively disclosed his material on OO. A very good, valuable presentation, particularly as he discussed his Contacts Division.

The material on FDD, [REDACTED] and [REDACTED] was also received very well. I could have 25X1A listened to much more.

STATSPEC

An excellent low-keyed presentation on a very worthwhile subject. Again, for me, it was highly informative and exposed me to a new and different aspect STATSPEC of the Agency. I could easily have used more on [REDACTED] - but overall, a splendid job.

O/DCI

A good brief coverage. This was given in IR course with little variation in content.

DDS&T Comments

This was an excellent presentation, covering a whole field of knowledge within the Agency which was valuable to me. His explanations were very good and were sprinkled liberally with anecdotes and examples. No criticism can be offered.

Aside from a straight forward presentation, I was made aware for the first time of the large problems associated with defector settlement.

Another excellent presentation. I enjoyed most of the talks so much, that I find it hard to make specific comments on them. I wouldn't change anything on this one.

~~SECRET~~

~~SECRET~~

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25X1A

LECTURE: Current Developments in Intelligence Research and Reference Facilities
SPEAKERS: [REDACTED] and John Vance

DDI Comments

Here is a case where two people who are pleasant and frank to speak to on a person-to-person basis did not shine before an audience. If Mr. Vance had told the same things to one or two of the students I know they would enjoy it - without his falling into the "ah, ah" speech trouble that took so much away from him this time. Chuck, who is a very fluent and frank person, seemed so "Madison Avenueish" as to approach ennui in his casualness. In justice it might be that I was over familiar with the material. It's a shame that material which is fairly monotonous (the OCR crime) should be given after lunch. Something peppier should go during the siesta period.

Good if not dramatic presentation of some real problems in the Agency such as document dissemination, information retrieval, and machine storage.

I hope the state of flux going on in OCR diminishes as I know of no other office with so many problems. I do not wish to be a librarian. Length of time too long.

Again, the above criticism: Why bring in organization merely for its own sake? Cut the voluminous statistics on size of staff and items handled; who cares! Tell 25X1A us how OCR fits into the picture! Because we already know OCR's function in the Agency, even this is unnecessary. Scratch this lecture; it's unnecessary! Nothing personal but tell [REDACTED] to learn the Madison Ave. techniques to New York.

25X1A

While I believe the most effective lectures dealt with problems as well as organization, [REDACTED] and Mr. Vance overdid the problems and could have related their service capabilities more directly to the needs of other components.

What can you do to make OCR interesting? A good try, but 15 minutes by anyone is enough. Pure DDI reaction.

25X1A

DDP Comments

This dry and complex subject was further complicated by the lack of any visual aid in the presentation. I found it difficult (compounded by a total lack of knowledge of the subject) to sort out the functions as they were orally presented. Mr. [REDACTED] was not too bad in his presentation (in terms of listener interest) but Mr. Vance has an extremely soft attack and the listener is prone to lose interest in the subject, especially since the lecture was given shortly after lunch in an over-heated room. Recommend the lecture be livened up both in subject material and presentation. Early morning scheduling would help.

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I do not suggest a repeat performance on the part of Mr. Vance, although he is a pleasant and well intentioned individual. [REDACTED] gave us a fair picture, 25X1A but even his was a basic review of facts which should have been well known by anyone at the GS-13 level.

I found this presentation to be very dull and boring both from the point of subject matter and from the monotonous delivery of both speakers. This is another subject with which members of the class should have been familiar prior to their reaching the grade of GS-13 and I believe could be profitably dropped from the next course.

My question on files on international scientific organizations was not adequately answered. I did not choose to pursue it in class.

This presentation explained in unnecessary detail and at unnecessary length the functions of OCR and the methods of that body. Mr. Vance, in candor, was extremely poor and despite an appreciation for his generosity in coming down to the Course, the undersigned must recommend that [REDACTED] be given the task 25X1A next time. Specifically, Mr. Vance at no time said what his unit did and in saying how his functions were carried out was stilted, deadly and almost emasculate insofar as his ability to express himself.

A dull presentation of a duller subject -- if a GS-13 with several year's experience in the Agency has not yet learned what OCR is composed of and how it operates, he does not belong in this course. Brief mention of OCR should be adequate.

This presentation was poor and uninspiring. The subject matter admittedly is dry, routine, and tough to spice up. It needs a dynamic speaker and dramatic presentation to be interesting. The lecturers never settled down to making any specific points. Should beef up with specific examples of how OCR supports the intelligence and operational activities of the Agency. Focus should be switched from the routine of organization structure to OCR's relationships with other agencies and their problems. The Liaison Staff of OCR was mentioned only in passing. A visual tour of OCR facilities would be of more benefit in driving home the scope and nature of its activities. This lecture as given could be dropped from the schedule.

SECRET

25X1A

[REDACTED] and Mr. Vance handled a difficult subject very well and generated sufficient interest in the CR for the writer to request a tour of their facilities. This section of the Course requires no expansion.

DDS Comments (Including O/DCI)

Immediately after lunch is probably not the best time to schedule this presentation. It was slow, detailed and of very little interest to me and I think the class in general unfortunate since I'm sure this is an important function in the Agency.

Since the subject is by nature a basically routine one, I feel that this presentation needs some beefing up through the use of graphics or other devices. As presented it was difficult to give this important subject the attention that it warrants.

The CR part of the course presented by Messrs. Vance and [REDACTED] outlined their problems adequately for my view into that area.. It is a dry subject but was well handled.

- a. The material is worth including.
- b. The material was not particularly well covered.
- c. My notes describe this as triple P -- pretty poor presentation.

The discussion on the Office of Central Reference was difficult to follow, but contained a lot of details. One of the speakers spoke so softly that it was difficult to hear and his poor delivery made it hard to follow. The office, which is immense in size and has a vital function within the DD/I should be illustrated with graphics and other devices to pep the lecture up. It should not be repeated without considerable revision.

I am sure that OCR plays an important role within the Agency, however, I was not able to follow the presentation of [REDACTED] and Mr. Vance with the same clarity compared with the presentation of preceding and subsequent component subject matter. Possibly if another approach was taken in presenting the OCR role, it may be more meaningful and interesting as well as be of value to the student. Many speakers can take a "dull" subject and "spice" it up.

I considered the discussion to be negative. We heard about many problems but little solution.

25X1A Mr. Vance and [REDACTED] were informative in discussing OCR. The mass of data available and the problems of storing and retrieving it were impressive, and the discussion suffered only slightly from the "Huntley-Brinkley" treatment.

I could scarcely hear Vance, but I presume he had something of value to say.

I am still uncertain as to what OCR really does - based on the presentation.

O/DCI

A dry subject which I've heard before and continues to afford little information.

DDS&T

This dual presentation seemed to cover the field of OCR, but was quite unstimulating and actually boring in spots. The team seemed to know their subject and its future, but perhaps they should have coordinated it with Mr. Becker of OCS on the future of computers within the Agency.

Mr. Vance did not speak loud enough to be well heard in the back of the room.

25X1A

I used to be in OCR, therefore I can appreciate the difficulty in making an interesting presentation on this office. I thought [REDACTED] was quite good because he spoke of general problems of a central reference facility. The OCR presentation should stay away from what each component organization does. Vance, though I like him personally, is not a good public speaker. OCR needs to do more work on this talk. [REDACTED] might be a better bet on the next one. 25X1A

LECTURE: The Defense Intelligence Agency

25X1A

SPEAKER: [REDACTED]

DDI Comments

Although he felt he was doing us a great injustice in that he had to present a "boring" organization-type discussion, [REDACTED] did a superb job in 25X1A outlining the development, organization, and the functions of the Defense Intelligence Agency. His selection and use of visual aids made his presentation extremely easy to follow.

In many ways the most pleasant surprise of the series. As he was quick to point out, explaining TO's is not the most stimulating subject (though almost every speaker has approached from this angle). But he handled himself so beautifully in the question period that my hat's off to him. A true gentleman, polite in the face of hostile and sometimes almost arrogant questioning, not getting angry or pulling rank, and seemed almost humbly anxious to explain his organization and find justified criticism of it.

Presentation too formal and structurally approached but compensated for by a good sensitivity and appreciation of the Agency's role and functions.

25X1A

[REDACTED] gave a very official and in a way, human briefing. A very difficult job for anyone at this stage of DIA's development. Altering the light intensity in the room would have kept me more alert. I thought some of the careerists questions were unfair and DEFENSIVE as well as offensive.

A useful talk but again the T/O approach. We don't need an Admiral for this. Suggest DIA speaker focusses on current problems and future plans instead. Speaker was most receptive to questions; it is appreciated by all.

Generally speaking, a very sterile presentation except that the question period shed at least a little light on DIA attitudes. A shame, considering that CIA-DIA relationships are of such interest to all Agency personnel, but probably inevitable considering the departmental politics involved. Among other topics, he might usefully have commented on the value of CIA services to DOD, possible areas of improvement.

Dull, but so is DIA. Continue.

DDP Comments

As the Admiral said, it is a dry subject, but an extremely important one. The presentation was handled as well as can be expected, and the use of training aids helped quite a bit in clarifying the organizational structure of DIA. I believe the speaker was interesting and this subject should remain a part of the course. Time limit is satisfactory.

A typical presentation by a military officer - canned, charts, pat answers. But to be fair, he was up against an inherently hostile audience. It was a useful talk, nonetheless, covering a great level of ground in a short period of time. My principal reaction was that of apprehension, but this is no reflection on the Admiral, just the very nature of things.

25X1A It was unfortunate that [REDACTED] read his entire presentation thus increasing the inbred monotony of an organization structure type lecture. In the question period, however, he showed himself to be extremely quick, agile and amusing and if he had approached his entire presentation in this manner he would have been more effective.

An excellent, although canned presentation. I learned nothing new.

This was largely a presentation of the T/O breakdown of the subject and a competent fielding by the speaker of a number of unanswerable questions. The speaker was a warm, engaging individual extremely well suited for this task before this course.

A good and potentially useful opportunity wasted by too much time and emphasis on "by the book" organization and functions of DIA. These items already included in preparatory reading and could be dispensed with in the lecture except for occasional reference as needed. Overseas organization and coordination of clandestine intelligence collection noted in the prospectus were hardly touched on at all. A briefer lecture with more time for questions would be in order. In this respect, I suggest a preparatory seminar by the students to draw up in advance questions which hit the principal points we would like to evoke from the DIA lecturer. [REDACTED] himself seemed most candid and responsive, but I feel that his time as well as ours could benefit from a different approach this area of vital and continuing interest. 25X1A

The speaker, or more correctly the reader was dry and obviously ill at ease. He seemed to expect a hostile audience and we certainly did nothing to disappoint him. I was embarrassed by our general behavior during the question period. Our queries were hostile and defensive and I am sure that the Admiral left with a poor impression of CIA midcareer personnel. I honestly feel that we owe the Admiral an apology.

Please! The subject of the DIA, its missions, its relationships, its problems, can be handled in any number of ways other than this. I find it hard to believe that DOD is so wary of mis-statement and personal interpretation on the part of an officer of this caliber that he is constrained to read what can only have been an approved speech. The first portion of his discussion was a useless repetition of material included in the reading; during the question period, the Admiral showed himself to be forthright, instructive and articulate. I suggest that henceforth the DIA representative be told to devote fifteen minutes to a prepared text (if a bow must be made in the direction of officialdom) and the remainder of the hour thrown open to questions and general discussion.

25X1A [REDACTED] discussion of DIA in the format presented did not provide any net gain insofar as the center is concerned. I would have preferred less detail on organizational structure and greater concentration on the history behind the establishment of the DIA and the problems they are encountering.

DDS Comments (Including O/DCI)

25X1A

[REDACTED] set the stage when he indicated you can't make an organization briefing too interesting; however, I found it at least informative since this was my first contact with DIA.

I do not feel that a midcareer group such as this one responds well to a canned presentation. I would recommend that less emphasis be put on organization as such, and more given to DIA's relationships to CIA - now and in the future. It is this latter area of most interest to Agency managers.

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25X1A The meeting of [REDACTED] and his presentation on the DIA was extremely well accepted. They have problems which were brought out more so during the question period than by the Admiral himself. Was worthwhile and productive - well done.

- a. This material should be a must for this course.
- b. The material was well covered in the time allotted.

c. The Admiral did an admirable job. Lectures on organization tend to be dry; however, the visual aids were good and the speaker quite obviously knew his subject. I believe another 30 minutes for questions would have been mutually beneficial. Although he was thrown some difficult (or at least slightly hostile) questions, the speaker fielded them well and with a certain relish.

This discussion clarified many of the questions I had about this organization dealing mainly with organization and structure. It was not distinguished by being unusually interesting.

25X1A [REDACTED] was friendly and I'm sure - a capable military officer, however, I did not gain any new information from his presentation, other than the staffing procedures utilized within DIA, that is to say, the rotation of military officers within the various components. The "running" thru of the Organizational charts was not a stimulating experience to me - as a student. I could have learned as much by brushing-up on the charts and reading the DIA charter. However, it was rewarding to know that there is little "duplication" of effort between the responsibilities of DIA and CIA. Would suggest another approach in future DIA presentations or dropping this topic for future courses.

25X1A [REDACTED] read the organization chart and mission of DIA. He reads well. I think he should have given us the events which made it necessary for DOD to establish the DIA.

25X1A [REDACTED] did me a service in exposing the DIA superstructure interposed in the departmental intelligence activities of the military services. Perhaps it (the DIA) poses no real threat to us (the CIA), but I wonder, is it really a needed organization?? An unsettling presentation.

A professional presentation but time could have been saved by the use of handouts rather than describing the TO chart by viewgraph. I felt that his answers to questions were honest and straight forward. I admired his ability to respond "I don't know" rather than try to please his audience. His presentation was worthwhile and precise. I wonder if a few more DIA people could participate and have a general discussion of the CIA-DIA roles.

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A well read presentation. I think the questions asked by some students "hit below the belt."

DDS&T Comments

25X1A [REDACTED] read his talk, but it did cover his subject along with the pretty, colored Vu-graphs. In the question and answer period he, on some questions, seemed to be candid but on others he was obviously dodging issues. This latter can be illustrated by the treatment of the FID of AFSC and its future. There is no doubt that he was facing a somewhat hostile audience; under these conditions he probably did as well as can be expected.

25X1A [REDACTED] did not successfully con me into believing that DIA is not duplicative within the DOD structure. His briefing could have been concerned with DIA problems with the military departments instead of a sterile talk on organization. His response to questions were an improvement upon the canned paper which he read.

25X1A A terrible talk. The military just can't stay away from organizational charts and flip charts. [REDACTED] is a good speaker but the talk was thoroughly dull. Who wants to hear what each component of DIA does in a one hour talk. However, the question period on this one was very good and [REDACTED] handled himself beautifully during this period. Perhaps some thought should be given to a seminar approach to DIA. 25X1A

LECTURE: Evaluation of National Intelligence Programs

SPEAKER: John Bross

DDI Comments

An extremely interesting discussion on the background, development and duties of the National Intelligence Evaluation Program. The use of visual aids would have been helpful.

Very informative and frank on a subject almost stratospheric to most of us. He didn't pretend to know all the answers -- a pleasant contrast to the cocksureness 25X1A of [REDACTED] and Art Lundahl.

One of the real highlights of the course. Dealt honestly but tactfully with a sensitive and critical USIB problem. This topic needs more time. It would have been more valuable to have heard Mr. Fuchs from Office of Finance prior to hearing Mr. Bross.

Mr. Bross gave by far one of the most interesting and stimulating lectures too date. His mandate and the breadth of subject matter lead to a most penetrating, and

mindstretching session. A longer question period would have been desirable. More jurisdictional examples would have been interesting. The kind of breadth and depth given in this lecture could well set example. Time adequate. Question period too short.

An excellent and useful talk on a little-known activity. Sensibly presented. This speaker merits more time. We had many more questions.

I would have given a lot to have had a more extensive presentation though this might not be practical this early in the life of his directorate. In any event, I found his talk the most interesting of any, and was pleased to find such a man in such a job.

I felt bored, but subject is fascinating. Very good informal part.

DDP Comments

An interesting subject and an effective speaker. Continue scheduling. Time limit seems alright.

I am sure that this was useful to those who had no or little previous knowledge of such type efforts. Mr. Bross rates "average" as a speaker. One would hope that his staff achieves results - the job certainly needs doing - but I am not sanguine. He left me with no feeling of confidence - perhaps another speaker might have done so.

This subject was well chosen for presentation in this course and for obvious reasons should be considered a priority presentation. Mr. Bross presented this subject in an interesting fashion but the time allotted both for his formal presentation and for questions was too short. Again it would be helpful if Mr. Bross had been able to stay down for an evening question and answer session with the students.

Extremely well done. An enlightening talk on a new area of activity. I only hope that the overseas phase of the examination will not be like the WWII Mauldin cartoon of the General at the front line drawing enemy fire on to the heads of the GIs.

The content of this lecture was excellent and in all probability should be given before the DDI components as an introduction to the community. This should definitely be extended to two hours and be placed close to the first part of the course. The speaker was only fair, but the obvious choice for the presentation.

This was a key and one of the best all-round lectures given both in substance and delivery. It had a most pertinent bearing on the management portion of the course. The problems of management and the steps in solving them at the DCI level as

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outlined by Mr. Bross have similar and equally needed application within all other subordinate echelons and components of the Agency. I recommend additional time for both the lecture and questions. I recommend presenting this lecture earlier in the week along with Mr. Kirkpatrick and Mr. Cooper to set most effectively the stage for examination of the individual components. It would be helpful to have more information on how Mr. Bross's effort directed outward at the Intelligence Community will be brought to bear within the Agency. (e.g. further explanation of what evidently is taking place under Ambassador Nolting in the Arab States area).

Mr. Bross's presentation was, for me, the high point in part 1 of the course. Everything he said was interesting, informative and essential. He was the only speaker in this portion of the course who made me feel that he was talking directly to us rather than down at us. He should definitely be included in future courses and I would strongly suggest that he be considered as a seminar leader on his specific topic.

Excellent under every respect...one of the highlights of the first week! Please abbreviate or eliminate other less important presentations such as OCR, OO, Logistics, Medical, so as to allow the class more time with Mr. Bross. His topic is (or should be) of vital interest to a class whose principal direction is toward a broadening of horizon in view of future executive responsibility and decision-making in the field of relative value of various tasks and programs.

The subject covered by Mr. Bross was most informative. His extensive outline of the background for the establishment of his program was well done and very helpful. If Mr. Bross indicates additional time would be helpful to him and would recommend it be allocated.

DDS Comments

Another very interesting presentation, which I feel will help me understand the Director's responsibilities and the assistance he receives.

An excellent presentation of a vital new area. Should be given more time in future courses.

Another "outstanding" presentation was done by John Bross - I think this should have been placed closer to the beginning of the course so as to give us more of this broad frame work in the functioning of the Agency.

- a. This is the kind of material which is grist for this course. More! More! More!
- b. The subject matter was well covered.
- c. On the whole I considered this an able, if not inspired presentation. If the subject matter is interesting and informative enough, the shortcomings of presentation can be more or less ignored.

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This lecture pointed up the immensely difficult problem of attempting to evaluate our various programs in relations to the dollar expenditures, and in some instances in determining just what is intelligence. This was an informative speech with only moderately effective presentation.

I was pleased to hear Mr. Gross' talk on the subject matter of NIPE. A most important presentation from one of the individuals who briefs the Director. I'm sure that, as NIPE develops, this will be one of the highlights for students attending future courses.

Good lecture, both content and delivery.

Mr. Gross, in his talk on evaluation of National Intelligence Programs, was very good. His information provided me a valuable insight into DCI's functions for the Intelligence Community. I am grateful that this "IG" for the community exists. A decided asset in the course.

It was almost an insult to have only one hour on this topic - especially when it was so ably prosecuted. Very worthwhile. Gross gave a very good rundown on the very complicated task he has.

O/DCI

A very interesting talk in a new endeavor.

DDS&T Comments

Mr. Gross discussed a very vital subject of not too much exciting interest. He spoke in a monotone and actually did not deliver it too well. It disappointing and poorly organized; in spite of this the audience was quite intent because of the impact of his activities on everyone's future.

More time should be scheduled for Mr. Gross in the next session inasmuch as he will have had more time in this difficult job. His presentation at this session was very good.

He made a subject which is potentially dull, very interesting. An excellent speaker and an interesting, amusing, man..

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LECTURE: Developments in Photographic Intelligence
SPEAKER: Arthur Lundahl

DDI Comments

Like always, Mr. Lundahl can be expected to give an extremely interesting presentation on NPIC's role in providing intelligence through the use of photography. Mr. Lundahl also gave a very interesting and informative presentation on the responsibilities and functions of the NPIC. His technique and use of visual aids was very instrumental in portraying the high degree of detail that can be derived from good quality aerial photography.

Probably the most disappointing of all the talks to me. Art is a dynamic speaker (though the story loses much flavor on retelling and I have heard it before). But the security classification imposed on him left his talk as emasculated as a Pekinese eunuch. Mister Baird said last Thursday that for the 6 weeks of this course all the students would have sufficient clearances -- and this obviously was not so. No other speaker was forced to give us a talk about conditions in the Agency vintage 1959, and what Lundahl was describing was not the present status in NPIC. If this is a 25X1A midcareer look at the 1964 Agency, lets make it so or leave NPIC out. The answers to [redacted] question and the one on the percentage of [redacted] annual intelligence cost that PI used, were both deliberately misleading. If this were 25X1A not a crew full of curiosity it wouldn't be so bad, but some of the questions some of us had to field later -- e.g. "Why did he talk like there were recent pictures of Soviet installations?" "Is the U-2 flying over the USSR again?" Were rather embarrassing. You can't have some speakers talk about [redacted] mapping group in ORR, or the COMOR committee, and then have Lundahl speak only on a TS level. If you can't get KH clearances for the DDP people, then cut this talk out.

Powerful, overwhelming, and thoroughly convincing that NPIC is performing a vital service in the Agency.

Always forceful and dynamic Mr. Lundahl gave a most SOP briefing. Somehow, some way, he could have presented a more comprehensive and substantive briefing relating to his work and its impact of National Intelligence and its expected future role. Time adequate.

Excellent! I have a much-improved concept of NPIC's place in the picture and of its capabilities. This is a must lecture in any such course.

The most enthusiastic presentation of a most impressive effort. Highly interesting and refreshing. The slides of high-altitude photography terrific.

Third time I've heard it. I'm sorry, but his type of presentation is not to my liking.

DDP Comments

This was the most interesting and well presented subject as far as the technical aspects of the Agency are concerned. Mr. Lundahl's exciting presentation was helped by his use of graphic displays. Should be continued in the Course. Time limit seems right.

A fine speaker - well known for his direct and dynamic manner. Contrary to several suggestions I have heard, I believe he gave us essentially what we needed to understand, the PI function.

As usual Mr. Lundahl gave a dynamic, well organized and informative presentation. Because of the importance of PI in today's intelligence effort this subject should be included in all future Midcareer Courses.

This was a very effective tour de force. It is reassuring to see the creation of a working organization in intelligence put together with the vigor and efficiency exhibited by Mr. Lundahl. A most valuable presentation on a unit about which I knew very little previously.

This rather awesome tour de force through the Subject was, of course, extremely interesting and certainly among the best presentations. The lecturer cannot be improved upon; the time allotted was as it should be.

This was an outstanding and informative presentation in every respect. It represented an area of substantially new information for me and I believe for the majority of the class.

The speaker had the most enthusiastic approach both to his subject, and his audience. The presentation was excellent in every possible respect. He told us everything we could possibly want to know for the purposes of this course. He should definitely be included in future courses.

Superb briefing by a master salesman -- an evaluation of sincere admiration and appreciation for the performance.

The NPIC segment of the Course as delivered by Mr. Lundahl was another highlight. It was one of the most informative segments insofar as the writer is concerned and I believe fully covered in the time allocated.

DDS Comments

Mr. Lundahl may have given the same presentation 100 times but it was a first for me and I thought it excellent in every respect.

Excellent in all respects.

Also outstanding was Mr. Lundahl's presentation - fast moving and to the point on matters of common concern and interest.

a. Because tremendous technical strides have made photo-interpretation a reliable contribution to intelligence I believe it is necessary and desirable to include this subject for this course.

b. The material seemed to be well-covered.

c. I had the impression of forced enthusiasm, that I was being saturated with new (?) information; that I was being let in. This is absurd. There were too many visual aids; the point was made with a few. Despite the above, I enjoyed the lecture.

Mr. Lundahl speech, which was accompanied by some of the most interesting slides I have ever seen, was an extremely well delivered talk. While it is generally understood just how vital the U-2 program was, I did not previously realize the full impact of photo collection and what a tremendous amount of information can be extracted from an aerial photograph. While the general subject matter has a good deal of sex appeal, the effectiveness of this talk is certainly enhanced by Mr. Lundahl's enthusiasm.

Mr. Lundahl gave the most stimulating, eye-opening and revealing presentation regarding the expanding and developing of methods of obtaining intelligence information thru means of photographic equipment. Although the subject matter was interesting I believe it was Mr. Lundahl, himself, that made the subject matter appear so interesting, because of his effervescent personality. I would classify his presentation as a highlight in the Course.

Mr. Lundahl was dynamic, informative and most interesting.

Mr. Lundahl was exciting and eye-opening in his talk on NPIC. Very effective and quite significant for the course.

A well organized and lucid presentation, full of facts and figures that almost overwhelmed the student. The exploitation of photography in the intelligence sense was well presented and documented!!

O/DCI

No different from the last time I heard this but still a good and well presented speaker.

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DDS&T Comments

This was Mr. Lundahl's usual, dynamic talk. Unfortunately, it ended as of May 1960. I heard the same speech in 1958 and it even used the same graphics. It would have been most interesting if he would have covered the activities of NPIC during the Cuban crisis of October-November 1962, since this is in itself a fascinating story and security would permit it. There were factual errors in his talk as given, but probably were not important because of the general nature of the presentation. Much of the impact which this presentation could have, was lost because of the lack of proper clearances needed to cover current NPIC operations.

Salesmanship in its highest developed form. Having been closely associated with OSI and NPIC, I learned very little since the information cut off was 1960. I strongly recommend that future students be cleared for SI and TKH which will triple the effectiveness of this impressive speaker.

He is always good. I was surprised he was able to make it so interesting at the TS level. Maybe it's impractical, but the whole course would be a little improved if everyone had a TKH clearance.

LECTURE: The Role of Science and Technology in CIA
SPEAKER: Albert D. Wheelon

DDI Comments

This presentation, which combined all of the duties and functions of the DDS&T and presented them in a logical, easy to follow manner. The DDS&T panel was well presented and most effective. This approach probably should be considered for the presentations given by the other three areas of the Agency (with additional emphasis, where necessary, on the special or unique units within these areas).

A very satisfying session -- answered a lot of questions I had on the scientific set-up, including recent changes and novelties. I think the AD's especially came through very well in the evening session, though they might have been a little more relaxed if their boss had not been here. Duckett, for instance, was not getting into another security classification when speaking about [REDACTED]

25X1A

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Absorbing and highly informative presentation of this major collection effort. Wheelon covered operations so comprehensively he left little for his associates to say. A few comments on DDS&T's relationships with other major components of Agency would be desirable and perhaps reassuring.

I profited definitely from this briefing because Dr. Wheelon and staff presented a broad and narrow yet always analytical approach to the role of Science within CIA and more importantly the National Intelligence scene. He obviously believes in the job that the Midcareer Course has set out to do. By bringing his staff and himself, Dr. Wheelon has stormed [redacted] in a big way and I think quite successfully. The seating arrangement for the evening seminar was very ominous (the supreme court of Dr. Wheelon). Perhaps just having the presence of high level personnel in either the main hall or barroom and letting roaming small 25X1A groups of personnel surround and attack would be sporting and productive and fun for the execs. Time plenty adequate.

I repeat the above remarks. Speaker's frankness is appreciated. (The class may have sorely missed not having heard [redacted] earlier). Evening seminar was good 25X1A although marred by tactless questioning from some quarters. Could Joe Becker's presentation have been made in the evening session? (See B section below).

An excellent presentation. I am sure that the considerable time and effort contributed by Dr. Wheelon and staff were appreciated by all members of the group. It was an unexpected privilege to be given the detailed description of the missile intelligence collection effort.

They sure are interested in justifying their effort, and I think rightly so, but only up to a point. When will they realize that if it's not important enough for the other DD's, it's not for them either? When this one drops out, too pressing things, then the DDS&T is full, TO wise, and ambition wise.

DDP Comments

Latter stages of lecture became too technical. Dr. Wheelon and all of his staff are effective speakers. This subject, with less emphasis on technicalities should be continued. Evening session is extremely interesting and informative. Time allotted seems satisfactory

A clear elucidation by an obviously extremely competent and powerful character. Although I have no quarrel with his manner of presentation. I am disturbed by the substance of his talk and the evident manifestation of the emergence of S&T to the derogation of other equally vital disciplines.

This was an extremely well organized and informative presentation. Dr. Wheelon made systematic and effective use of graphic aids to explain his subject. I was also

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impressed by the fact that he saw fit to bring with him senior officers of his directorate in order to answer specific questions and to aid in the evening seminar. His entire handling of his presentation was most effective and should be repeated in future courses.

The basic presentation by Dr. Wheelon was excellent and impressive. The evening meeting revealed that Dr. Wheelon had brought his first team with him. The importance attached by the DDS&T to his appearance was a compliment to our group. Some of our questions were rather beneath our dignity, I thought. On the other hand, a crackling brief encounter revealed that there is still no meeting of the minds when comparing a big scientific collection project with "supporting the Italian elections."

This component has, to date, been the best represented of the CIA components. Dr. Wheelon was unexcelled and his deputies were uniform. I imagine that the seminar could be polished somewhat but, in general, this was a valuable and interesting period.

These were outstanding and informative presentations in every respect. I believe the later seminar with Dr. Wheelon and Staff could be eliminated as the lectures were so thorough as to leave little of pertinence and substance to be discussed further with our particular group considering its needs. This was evidenced by what I regarded as the petty nature of the questions directed at Dr. Wheelon in the later seminar. A tour, sometime during the course, of the NPIC facility would be a valuable supplement to Mr. Lundahl's lecture. (This part of the critique was combined)

Dr. Wheelon and his staff of experts put on a show of talent, ability and salesmanship that would make anyone associated with the Agency proud to be part of the team. This group of men had a product to sell and they completely convinced their audience of the present needs and uses to which their particular talents can be made to work in support of U.S. policy objectives. I seriously doubt that any suggestions can be made to improve on either the content or the manner of the presentation.

They should sell tickets to this, and it would be SRO. I think of no better way to cover this small directorate which carries such an important role in collection and processing. A vote of gratitude is due also to Dr. Wheelon for taking the time and effort to organize this seminar.

Dr. Wheelon's presentation and the seminar that followed was to the writer the most profitable portion of the course to date. It was a clear and candid outline of the DDS&T operations and provided the writer with an appreciation of the true capabilities of the S&T operations. I feel adequate time was allowed for the DDS&T presentation and any extension of their time which would involve a break (exclusive of the computer services break) could lessen its impact.

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DD/S Comments (Including O/DCI)

A very fine presentation and seminar with facts hard to believe and presented in a very straight forward fashion. This was another first for me since I knew nothing of the techniques used by DDS&T. As an aside I believe the manner in which a couple of student questions were presented during the seminar left something to be desired.

An excellent presentation. I especially appreciated the speaker's use of specific information to illustrate the activities of his office. Interesting and well worth the time provided for it.

The presentation that will rank in the "most outstanding" category was that by DDS&T in all facets. The interest shown by Dr. Wheelon in bringing his high powered staff was equaled by the reception given. This also would carry over to Mr. Becker's OCS presentation of a dry subject made interesting.

- a. No question but that this subject is essential to the course.
- b. No question that this was the best covered subject.
- c. No question that this was the most effective, the most abrasive, the most provocative discussion of the course thus far. This team came to sell a product and they made a profit.

This discussion given by Dr. Wheelon and staff opened a window for me for a rather complete briefing of science and technology in the intelligence field. The use of slides was a very helpful aid in covering the five fields of endeavors from research through estimates, but from my personal view, their collection of electronic intercepts, research and development, intelligence on missiles, and other scientific items were of great significance to our country defense efforts and to our moon plans.

Dr. Wheelon's presentation and the seminar presentation by his group was in my opinion the best organized by a component (subject matter). The talks were of value to me, in that they, in a co-ordinated effort-systematically presented the role, functions, responsibilities and development within DDS&T.

Dr. Wheelon and division heads made an extremely valuable contribution to this course. Although Dr. Wheelon's personality is very correct, he will, no doubt, mellow with experience!

The DDS&T presentation by Dr. Wheelon was interesting and IMPRESSIVE!, as I'm sure it was intended to be. The speaker's delivery was perhaps too rapid and soft for my full listening pleasure, but the material was extraordinary and was well received. The seminar was also very good in further development of the basic presentation.

I hesitate to be firm in my judgment of this portion. Certainly it was informative and clearly presented with excellent use of viewgraphs.

He gave more coverage in this lecture than in the IR course. A very interesting and upcoming field.

DDS&T Comments

On the DDS&T presentation I am prejudiced favorably, but I did think this section, both Dr. Wheelon's talk and the evening seminar was probably the high point of the course to date. The whole field and area is one which a great part of the current class is in the dark about. It is hoped that some of this darkness has been dispelled by this presentation.

I was of course completely familiar with all of the substantive material presented. As a result I spent a large part of the discussion observing the impact on the DDP and DDS students. The mere fact that Wheelon appeared in person and caused the appearance of four of his five Assistant Directors make an impact. Discussions which followed and later conversations lead me to conclude that this was the most effective presentation yet received. TKH clearance required to improve.

I was proud of my boys. Wheelon did a first rate job, perhaps the best in the course. I think this talk was a real eye-opener for the DDP side. Change nothing here. It was particularly enlightening that Wheelon thinks enough of the course to bring all of the key members of his staff down to [REDACTED]. The evening 25X1A seminar was also excellent. Its interest was reflected by the number of questions asked and the length of time it ran.

LECTURE: The Impact of Automatic Data Processing on Agency Activities
SPEAKER: Joseph Becker

DDI Comments

He came forth with an extremely interesting presentation on computer services after a session on the DDS&T panel that appeared to have drained him completely of his material.

Excellent. It takes a very special skill to make a very technical and changing subject palatable to laymen, and Joe has it. I'm vaguely familiar with the field, and have heard him speak before, but he always varies enough each time to make it interesting. Bravo!

A very fine briefing by a well qualified AD. Excellent presentation of subject matter. Length of time too long. A comprehensive and elucidating presentation.

A very fine job. Informative. It left me anxious for further detail.

An interesting, well-rounded description of present and potential Agency applications of ADP. No suggestions.

Necessary and more informative than is first apparent.

DDP Comments

An interesting subject and an interesting speaker which I think should be continued in the program with the same allotted time.

A very well articulated review of a seemingly incomprehensible (to the layman) subject. He made very effective use of his personal experiences and growth of knowledge to explain the complications of computers. I rate him as one of our best speakers.

An excellent presentation but one which could be improved by the use of graphic aids. This presentation should be included not only in future Midcareer Courses but all senior supervisors should attend a similar presentation by Mr. Becker.

I had heard a great deal of this before at various times. Mr. Becker was very effective in putting life into what many people would regard as a rather dull subject.

Interesting but overly long treatment of a specific component. Speaker very good..

Comments on Dr. Wheelon and Staff apply. A thorough, well organized and interesting presentation. A visual look at the computers in operation would be a helpful addition. I recommend that this be done in conjunction possibly with a tour of OCR machine facilities and to include the DDP/RID WALNUT system machinery at work.

This presentation on the use of data processing machines was informative, and interesting. Mr. Becker opened my eyes to many avenues in which automatic data processing can be applied to our intelligence activities. The subject matter was totally new to me and thus I found it to be most interesting. This needs no improvement.

A well done presentation but it could be shortened. ADP has a crucial role to play but perhaps could be handled more summarily.

Mr. Becker's portion of the program was also very informative but not a

significant contribution. I feel it should be retained in its present place in the schedule but it could be reduced to one hour.

DDS Comments

I enjoyed Mr. Becker's rundown on the development of the computer and the various ways it is being used in the Agency. I had heard of the Walnut program but really had no idea it involved 15,000,000 cards and an expected 2 years to complete. Overall very interesting presentation of what I assumed would be rather dull.

An excellent presentation of what could have been - but was not by any means - a dull subject.

Very good. A dry subject made interesting.

a. Because of the service that OCS can provide across the Agency I believe the material should be included.

b. The subject seemed to be well covered.

c. The speaker obviously knew his subject in depth and presented his material effectively.

Mr. Becker presented the various facets of the Office of Computer Services in a very clear, understandable manner. His review of the rapid growth of the use of computers in the Agency points up their vital importance to our functions. Some of the tasks they are performing for other elements of the DDS&T could not be accomplished on a manual basis with the available manpower. I was particularly interested in his remarks about computer uses by the management elements of the DDS as our future efforts towards improving our efficiency will probably be achieved through increased processing of data through electronic computers.

Mr. Becker presented a topic most interesting to me, since a feasibility study will be part of my responsibility when the course is completed and I return to my office of assignment. The subject matter offered was most profitable to me and offered a new insight into the possibilities and potentials in the field of ADP as an instrument in management.

Mr. Becker delivered a very dynamic lecture. He not only pointed to the problems but appeared to have the capacity to solve them. It would appear that Agency training is paying dividends in this individual.

Mr. Joe Becker's talk on Computer Services was quite good. This new field of endeavor is intriguing, with much promise for more efficiency in many of our Agency's data handling activities. The presentation was not at all hurt for having been partially exposed during the previous night's seminar, though this did perhaps cause some duplication.

DDS&T Comments

This was an excellent presentation on a very difficult technical field. He successfully treaded the narrow path between technical jargon and the "idiot treatment," and made the subject live. There should be little question in student's minds as to the Agency's current position in the computer field.

Mr. Becker gave a good presentation on what could have been a dry technical subject.

My boss; what can I say? I have never seen Joe give anything but an excellent talk. I thought his pitch here was just right for this kind of group.

LECTURE: Role of Technical Services in Supporting Agency Operations

SPEAKER: [REDACTED]

25X1A

DDI Comments

This also was an interesting presentation and the speaker did an excellent job. His discussion on the structure of the technical services division and his selected examples of the various devices that are constantly being developed for field operations was very interesting. A display of some equipment that has been developed for operations would be of interest - in rounding out this discussion. This, if selected, should be on those devices other than explosives; that portion should be kept intact.

Amusing and frank in his comments on criticisms of TSD/DDP. I was intrigued by the subject - a whole new world to me.

A necessary Division but poorly represented. This has shown all too clearly that a technician or a generalist may not be a good briefer but a good administrator perhaps.

Good and useful. Keep it in but I don't think that practical demonstration in the afternoon is necessary -- from instructional viewpoint anyway.

Pulled up the shade, if only a little, on a new world to me. A very interesting talk. I was particularly impressed by [REDACTED] pragmatic approach to organization which he rightly sees as a means to an end. 25X1A

Who could compete with his boy's demonstration Saturday afternoon? Very, very good. I'm not sure I like it, but it is necessary, and I now have some confidence in the people assigned to perform the dirty (?) job. I now appreciate TSD.

DDP Comments

A satisfactory lecture which could be much more interesting, considering the subject material. Should continue with some time allotted.

A practical, non-technical explanation of a difficult subject. I enjoyed his presentation. I would suggest, however, that an inordinate amount of time was spent on demonstrating the actual hardware. Few of us will even have occasion to apply this knowledge. The men who conducted the demonstration, however, did an outstanding job.

This was a most interesting and informative afternoon. The two instructors showed a professionalism rarely witnessed in Agency presentation. I can think of no way by which it can be improved and recommend that it be included in future courses.

Since I had not heard an outline of TSD since [REDACTED] took over, his presentation was most welcome. Although TSD has an interesting and important job, I suspect that the average non-DDP officer would not find the presentation of any particular value. The [REDACTED] presentation was well and enthusiastically done. Its value to me was limited, however, for I had seen it all before at various times. 25X1A

Description and TO of a component well known to the undersigned, but probably interesting to others in the Course. I suspect that [REDACTED] would have made a more interesting presentation. 25X1A

Good presentation on organization and substance. Time for lecture and questions was adequate.

This presentation on the use of data processing machines was informative, and interesting. Mr. Becker opened my eyes to many avenues in which automatic data processing can be applied to our intelligence activities. The subject matter was totally new to me and thus I found it to be most interesting. This needs no improvement.

25X1A [REDACTED] covered the subject adequately.

The TSD outline was also a helpful and profitable portion of the course. I would suggest that [REDACTED] not distribute any materials during his lecture, but have his material available for inspection after he has concluded his talk. I also feel this particular lecture should be given closer to the course segments on Field Stations and the Scope of Paramilitary Operations. I feel a closer tie-in here would be helpful. 25X1A

DDS Comments

25X1A I believe ██████████ could have gone into his subject with more detail regarding specific support rendered to DDP activities. While interesting I felt it was too close to standard organizational briefing.

A good presentation.

The TSD presentation was fair - but their demonstration was excellent. It proves useful also to know where to go when you want certain items.

- a. The subject should be included if only to clarify the R&D roles with Agency components.
- b. The subject was fairly well covered.
- c. The organizational chart approach just doesn't hack it. Use of visual aids was good.

The presentation of the technical services division and its relationship to the operating elements within the balance of the Clandestine Services was well done. I enjoyed having the opportunity to personally use secret writing materials which were circulated during the lecture and the burn and bang demonstration was effectively presented and showed what a variety of special devices are available.

25X1A

As we all know, ██████████ presented the "sexy" aspects of the Agency operations. I was pleased to learn from his presentation that the Agency is "on-top" of the problems in the field of operations in support of CA activities. Without the presentation in the course, I would still have a blank picture of TSD activities. I was also impressed to learn from the TSD exhibit and demonstration that the Agency is prepared to cope with most eventualities in the CA area.

We received a good coverage of organization and functions of this component. Good material and delivery. Excellent in every respect.

The TSD presentation by ██████████ was excellent, with good material and an effective delivery. I object to the approach taken, i.e., an organizational chart was used as a skeleton on which to hang the meat of the subject. However, this was a minor irritation, and I have no effective alternative to suggest. ██████████ discussion of his plans to station Technical Operations Officers at our overseas stations was indicative of his desire to do more for the "field;" a good thing, I think, to find in a highly specialized activity chief. The TSD exhibit and demonstration constituted a good way to spend a Saturday afternoon, but I felt a longing for something on the audio devices and other esoteric activities of the TSD. A training film or slides would have helped fill the gap.

25X1A

One gets a little bored with the pointer talk on Organization charts. Perhaps a couple of good case histories, in detail, about TSD's support to the field case officer would have been more informative.

Very good lecture on technical activities in support of operations of DDP.

DDS&T Comments

This was a humorous, well delivered, explicit and somewhat boring presentation. I believe over-reliance on the organization chart was responsible. However, the coverage of TSD functions and activities was very good and [REDACTED] did 25X1A not hedge on security as has been the case beforehand by some speakers.

25X1A This talk provided me with an insight into the political maneuvering between DDS&T and TSD. I believe [REDACTED] put undue stress on audio operations. Evaluation of speaker - good; evaluation of the demonstration team - superior.

Too much dependence on TSD organization. TSD activities are so exciting, that they provide the foundation for an interesting presentation. I didn't find his talk interesting. Again, more examples of the use of TSD devices in operational activities would make it more interesting.

TSD DEMONSTRATION

DDI Comments

These people put on a very interesting demonstration of their skill, confidence and like for an extremely dangerous yet necessary function of this Agency. The field demonstrations were very interesting and effective in revealing the many types of gadgetry involved in the [REDACTED] field. 25X1A

Magnifique! Pretty obvious to everyone how much I enjoyed it, I fear. Thank you very much.

Broadened my horizon without a doubt. I wouldn't have missed it for anything.

DDP Comments

25X1A Despite the limited time allotted [REDACTED] for this presentation I thought his performance was excellent. Since, however, TSD is somewhat of a "mystery" to a number of personnel outside DDP it might be advisable to allow more time for 25X1A this presentation in future courses and thus permit [REDACTED] to bring some of his staff with him to further demonstrate TSD activities.

Well handled, interesting, not really pertinent, but a welcome shift of scenery and interest when a break of this kind was due.

DDS Comments

GREAT!

Interesting and well worth the time given to it. Very well run and managed by the Field Staff.

No one can fault an expert - [REDACTED]. However, I suggest less time on [REDACTED] 25X1A
[REDACTED] 25X1C
demonstration on the [REDACTED], etc., to show TSD's all around 25X1C capability.

A good professional exhibition.

DDS&T Comments

None

LECTURE: The Finance Office

SPEAKER: Robert H. Fuchs

DDI Comments

This presentation with its accompanying graphics was very effective in outlining the responsibilities and goals of the Office of Finance. It is too bad everyone in the Agency cannot have this discussion presented to them. I know that I will be less critical of Budget, Finance and Accounting and I will take greater care in the use of available assets.

Financial matters can be rather monotonous when large groups of numbers are recited - but interspersed amongst these numbers were some rather surprising statistics, e.g. the various percentage of the budget figures. I might suggest that those four pages shown on the slide (the various ways the budget was spent) be mimeographed and distributed to the students as Dr. Larocque did for OO. It is quite difficult to note down all these figures from the screen. The question and answer period was quite interesting, but I felt vaguely unhappy, as if some of the answers were incomplete!

Very good presentation opening new avenues of understanding for personnel at my level. Talk had wide implication. Because it is tied in with Mr. Gross' presentation, I feel it may be wise to have finance precede Mr. Gross.

A too detailed briefing, although very informative. Never has this subject been covered in my previous training. Time definitely too longgggggg.

It appears to me that this lecture (among others) was prepared for quite another purpose; in content, it does not seem suited to this Course. There are a few useful points re Budgeting and manpower; since these are Comptroller's functions now, perhaps Mr. Kirkpatrick could handle this within the context of his earlier lectures.

A very clear presentation of the mechanics of the Agency's budgeting, control, and expenditure of funds with very helpful charts. The percentage breakdowns of Agency resources by component, program, etc., were among the most interesting material presented thus far in the program. I thought the talk would have been better, however, had Mr. Fuchs spent more time on standards. It is my experience that within the law and letter of regulations there is a wide difference in "cost consciousness" in the Agency, especially between those officers expending vouchered and confidential funds. This did not appear to be a matter of concern.

Too long, but maybe he was asked to fill it out. Not an exciting subject, but informative and necessary. Acceptable job.

DDP Comments

A clear presentation of the functions of the Office of Finance. The speaker is an interesting lecturer and the subject was made clearer by the good use of training aids. This subject should be continued in the course. Time period seems adequate.

With the use of good chart-type training aids, Mr. Fuchs provided an entirely new picture (at least to me) of the complexities of Agency financing. His explanation of elementary budget procedure and of the percentage allocated to the several components gave me a new insight. I have a new appreciation and understanding of the positions taken and the rates imposed by Division B&F officers. From now on, when they "breathe down my back," I'll understand why this is necessary! In summary, I consider his discourse one of the most very useful to the purposes of the course.

One of the most important and worthwhile presentations of the course. Mr. Fuchs obviously had given considerable thought to the organization of his material and made excellent use of graphic aids to illustrate the various facets of his complex subject. It should be noted that the time was adequate due only to the fact that the class scheduled the previous hour was cancelled. In future courses I would recommend that this presentation be scheduled for 1 1/2 hours with a break after the first forty-five minutes.

Aside from Mr. Fuchs' percentage figures, I am fairly current on the matters presented.

SECRET

This topic would have been better presented by having the formal lecture cut to one hour and then have had questions occupied or occupying the following half hour. This treatment in depth not necessary. The speaker treated a dry subject with dryness.

Very comprehensive and well organized presentation on the theoretical level. Covered very well Agency responsibilities to Congress, Bureau of the Budget, etc. Lecture and question time adequate, but for the benefit of "in line supervisors" in DDP at Division and Desk level, suggest follow-up in practical problems of fiscal management at field stations and as between Headquarters and field stations.

This presentation was excellent -- Mr. Fuchs clearly defined the role and multiple responsibilities of the Office of Finance. I learned more about the finance structure of the Agency in this one lecture than I had been aware of in my career in the Agency. The breakdown on budget allocations was informative although I believe that we might have gained more by being made aware of actual amounts. In this way we would have been able to better understand the figures previously cited by Mr. Bross and Dr. Wheelon. I feel the topic and the manner in which it was presented made a very definite contribution to the course. It should certainly be continued with Mr. Fuchs as the speaker.

This was as interesting a discussion as could be done of what is essentially a dry parade of procedures and fiscal problems. It definitely belongs here and should be continued as is.

Mr. Fuchs' discussion on the Office of Finance was another very helpful and informative part of the Course since it answered many of the mechanical questions regarding budget submission and review that were of extreme interest to the writer. In this particular Course I felt his presentation was overly long but I assume this was due to the delay in arrival of other scheduled speakers.

DDS Comments

Mr. Fuchs covered a great deal of material and explained it in sufficient detail for me to derive considerable benefit from his presentation. I was particularly interested in his explanation as to how our budget is developed and submitted. I recommend he be given 2 hours in future courses.

Very well organized and comprehensive coverage of the diverse functions of Finance. I feel the graphics he utilized detracted rather than added to the presentation.

On the Support side Mr. Fuchs made a dry subject interesting and a lot of value was found in his finances for the Agency.

~~SECRET~~

- a. This subject matter is indispensable.
- b. The material was well covered.
- c. The effective use of visual aids and the obvious competence of the speaker made for the very able presentation of a complex subject.

Mr. Fuchs' lecture on finance and budget was quite timely with our current budget cut back on funds and reduction of slots. I did not know of the existence of the Special Reserve Funds but its purpose was very clearly explained and it was also pointed out why it would be very difficult if not impossible to ask and obtain from Congress for a supplemental appropriation. It was interesting to note that Mr. Fuchs conclusions with regards to evaluation were identical with those expressed by John Bross in that it is a very difficult job to lay down standards for proper evaluation of intelligence against the dollar cost.

25X1A

Mr. Fuchs' talk was more sophisticated compared with the previous presentation by [REDACTED] however, I feel that without it, the course would not have been complete. I was most interested in hearing of the questions that Congress asked regarding the Agency Budget; the complexities involved in dealing with financial matters, particularly the dealings in foreign currencies.

Mr. Fuchs gave a comprehensive coverage of a broad subject. Material well organized and good delivery.

Mr. Fuchs' talk on Finance covered the subject matter quite well, though he did seem to be stretching out his material. I did not appreciate the display of the speaker's outline as a visual training aid, but the distraction was slight. The overall effect of the presentation was fair.

What I initially thought would be boring turned out to be very attention holding. I was properly impressed with the Budget picture. Also, without trying, this speaker impressed the students regarding the economy drive. Very valuable.

A very good organized lecture given in a poor manner. The product was good but salesmanship left a lot to be desired.

DDS&T Comments

This presentation was dull and pedantic in its delivery with the "key word" briefing charts, etc. The discussion of CIA financial operations is on a vital and not generally widely known area, but it does tend to become boring when gone into in depth. Mr. Fuchs was a much improved speaker when he was talking on an informal level. But as there were only 4 or 5 listeners, this technique would not work, probably, for the whole class.

SECRET

An excellent presentation of what could have been a very boring and complicated subject. More important I learned the difference between Fiscal Division and Finance Division.

I assume his talk was stretched out due to the absence of Col. White. In any event two hours of finance is too much. Mr. Fuchs' talk was well organized and his delivery was fair. I personally have never enjoyed flip chart talks. There were about three charts of considerable interest dealing with the allocation of Agency budgets. I would find it interesting to take an operation, e.g., DDP, and show all its financial aspects.

LECTURE: Health Considerations in an Unusual Work Environment

SPEAKER: Dr. John R. Tietjen

DDI Comments

The lead-off background material concerning the basis of medical history and the final wrap-up on its effectiveness and use to the Agency was expertly accomplished by Dr. Tietjen.

A very different (and scientific) presentation -- interesting though rather slow building up. Not as monotonously expository as some and the discussions afterward I found the best of the day. Good

Disclosed information and approaches about which little is normally heard. Feel that Medical Staff might consider establishing a regular reporting which would be for dissemination of pertinent administrative and intelligence information.

A real eye-and mind opener. This office has been hiding some goodies. A very efficient and high organized presentation. The good doc has a warm heart for all us careerists. One of our most important fringe benefits. Length of time adequate.

Started slow but I became quite interested in the subject and its ramifications for Agency personnel and operations. A worthwhile hour for this course.

A beautiful presentation of one facet of Medical Staff activity. I would have found a description of the Medical Staff's capabilities and limitations regarding support to overseas activities helpful.

I thought this was excellent. A unique and stimulating approach by an extremely competent man. Well done!

SECRET

DDP Comments

This lecture had an effective surprise ending. The first twenty minutes almost certainly convinced me that it was to be a dull, stereotyped presentation, but Dr. Tietjen worked around to a very satisfactory conclusion, depicting the connection the mental and physical selection of personnel in relation to security aspects. The question period was interesting. Recommend this lecture be continued with the presently allotted time.

I would venture to suggest that too much time was spent in introducing the general business of the medical profession. Eventually, the Dr. established a relationship between his activities and the purposes of the Course and the results were quite interesting. I somehow feel that the medical presentation could be made more relevant. The results of the medical analysis of defectors was most revealing. Has the effort been made to apply this knowledge to the handling and resettlement of defectors? I do not regard the Dr. to have been one of our outstanding speakers.

I was pleasantly surprised at this presentation and thought it most worthwhile in assisting me to understand the Agency approach to a medical program. My only suggestion would be for Dr. Tietjen to employ either slides or prepared graphic aids rather than a blackboard since some of his figures were hard to read from the back of the room. This should be included in all future courses.

It is difficult to judge the value of this presentation. The talk itself was somewhat apart from the subject announced, and was somewhat overlong. As a development of departmental medicine and the programs of the Agency with regard to the mental, emotional and physical sides of its employees, this talk was of general interest. I believe that a shorter talk would have been more effective in that it would presumably contain less basic material and more material pertinent to the subject. The question and answer period was of considerable interest.

A different presentation, but not really relevant to the purposes of the course as given. Rather than a history of the development of medical and clinical concepts in general, I would suggest a presentation along such lines as: "Responsibilities of Supervisors Toward Employees with Medical (or Mental) Problems and How the Medical Staff is Prepared to Assist" or "Medical Support of Agent Operations" or "Medical Support of Overseas Stations and Medical Factors Limiting Assignment Abroad." The point Dr. Tietjen was making in his analysis was a good one, but it could have been made quickly at the outset providing that much more time for the interest he created during the last five minutes of the lecture and as developed in the ensuing question period.

Contrary to the statement made by Dr. Tietjen, I believe that the lecture he gave our class should be repeated for every Case Officer in the Agency. The explanation of the screening process that is employed in the medical field and its direct application to the technical interview and the background check was both

interesting and revealing. Dr. Tietjen's statements on the caliber of the individuals employed by the Agency were reassuring and needed to be explained in the manner which he employed. I feel that more time should be given to this particular topic since the whole future of the Agency rests on the physical and mental capabilities of its employees.

For the first 45 minutes, Dr. Tietjen and I were on different wave-lengths; for the next 15, I was fascinated. There was no reason, other than professional introspection, for a lecture on the composition of the personality and the history of medical approaches to organic and psychological problems. The thought processes and rationale are irrelevant in the context of available time for the lecture. Dr. Tietjen could summarize briefly where we now stand and then proceed to his final topics, expanding them and perhaps covering others.

At the beginning of Dr. Tietjen's presentation I was not certain as to where he was going. However, he tied his material together nicely and his contribution was interesting although not exceptionally informative. An hour for this presentation seems adequate.

DDS Comments

I feel I have gained a better understanding of the medical staff's program. An excellent job by Dr. Tietjen.

An excellent presentation in all respects.

Dr. Tietjen made a very effective and unusual approach to the organization and functions of the Medical Staff. Was well worth the while and very informative re the interrelations of his staff and the Agency.

- a. This subject matter should be included in the course.
- b. The material was well covered.
- c. This presentation was the most unusual of the course thus far; the first 20 minutes made one wonder about the pertinence of the material. However, at the conclusion of the lecture one realized that this was a nicely constructed neatly developed, integrated whole. Blackboard work supported the train of thought.

Dr. Tietjen presented a highly informative discourse on medical therapy as it relates to the Agency employee. Management, personnel, medical, and security are all passing on the fitness of prospective personnel and by their respective and combined elimination of the non-suitable candidate the agency has developed a select group. My contact, while certainly limited, agrees with his observation that

defectors are motivated by factors other than ideology. Having returned recently from an overseas assignment, I appreciated his remark that once an individual and his family have adjusted to overseas living life usually has less stress because life is considerably less frustrating overseas than at Headquarters; competition is less severe, and job responsibility is greater.

Dr. Tietjen's presentation on the subject matter was excellent - of course! I believe the students would appreciate an allotment of possibly a two hour presentation after observing the number of questions he was asked before and after the talk.

At the outset I thought the lecture was about to be oversimplified and boring. However, this became one of the better presentations and was very good for this group.

Dr. Tietjen presented a well-organized talk on the Medical (Health) aspects of CIA employees. He certainly reinforced my ego, and contributed significantly to my sense of identification with this group of midcareerists. A fascinating presentation - it is quite valuable in purveying basic medical activities and, conditioning the participants in the course.

Boring at the beginning but the talk soon developed into a valuable session. The concept of observing was - as Agency employees - in the three dimension was new to me.

An interesting speech.

DDS&T Comments

Dr. Tietjen gave a very learned presentation on a difficult topic. It was fascinating in many of its aspects; unfortunately, of the allotted time available, too much was consumed setting the stage for the presentation with not enough time devoted to covering the crux of the problem -- the medical or health considerations of work in CIA. I had the feeling that the talk was just getting underway when it was finished.

What started in a "tedious" manner finished as a first class presentation. The clinical findings upon the amount of pathology in the Agency stimulate interesting thoughts.

Introduction to topic was too long. Many statements made about medical treatment, Freud, etc., are common knowledge to most of us. Latter part of talk was very interesting, as was question period. Suggest either the talk be lengthened or more time be spent on Agency medical (including psychological) problems within the one hour period.

LECTURE: Logistical Support of Operations
SPEAKER: [REDACTED]

25X1A

DDI Comments

This was an interesting discussion on the duties and functions of the Office of Logistics in support of the Agency's needs. A few of his vu-graphs appeared to lack any sign of classification, perhaps there did not need any. [REDACTED] wit and outstanding speaking ability made what appeared to be a boring topic easy to follow. 25X1A

Pleasant speaker. No adverse comments; didn't try to bluff his way out of questions to which he had no answer.

Presentation did not carry too much interest and left me without clearly knowing whether or not the topics covered included the whole range of Logistic operations.

A fine talk on an interesting subject. [REDACTED] has set up an apparently very effective business. Time adequate. 25X1A

Like the rather "unexotic" Finance lecture, I found this lecture rather uninteresting and surplus to my needs. In general, such subjects as finance, logistics, and reference facilities are unexceptional even when certain Agency operating peculiarities are considered. May we drop these subjects, which hold few surprises, and substitute others of greater general interest?

Much too optimistic and positive approach. In fact, I found this talk irritating because it completely overlooked the difficulties which the O/L has in meeting requirements for support. Subsequent questions dealt primarily with some of these difficulties but did not get the thoughtful answers they deserved.

A dull subject treated moderately well. I'm glad he kept it relatively short.

DDP Comments

The lecture itself was adequate. Really seems to be a hard subject to speak effectively on. Question period did generate some interesting items. A necessary subject which should continue. Time allotted seems satisfactory.

A crisp and factual review, giving us the broad essentials of the subject. It would have been helpful to have heard how a typical supply operation works - I still have no idea what I would do in such a situation - but such might have been too detailed for purposes of the Course.

Ordinarily this would have been a dry subject but [REDACTED] livened it up 25X1A considerably by the use of his graphic aids. I can only say that I thought he gave an extremely good presentation in spite of adverse circumstances. (Previous announcement of the complete change in program).

This presentation was characterized by an awesome number of verbal labyrinths out of which the speaker never seemed to emerge. I recommend that a brisk half hour without slides be substituted for this lecture and the remaining time devoted to other topics.

Good clear delivery. Substance of routine interest, but necessary to round out the picture of DDS activities particularly in conveying the scope and volume of Logistic activities and the relation to [REDACTED] operations. 25X1A

25X1A The speaker made an interesting and informative presentation of a dry subject. [REDACTED] made an able attempt to field the many difficult questions raised during the discussion period. It was refreshing to hear someone say "they did not know," rather than refusing to answer on security grounds. This is a necessary topic for coverage in this course. Ample time was allowed.

This does not necessarily belong in this course. There are many other single Agency components which were ignored for good reasons; Logistics could profitably join them with little loss to the Midcareerists....and great profit if more important subjects were given the added time.

25X1A Although [REDACTED] lecture was not overly informative to the writer who was, a number of years ago, a supply division employee, I feel his presentation was important to the course effect. I also feel he should point out that the dollar and cents total he speaks of are, for the most part, funds allocated to OL by other Agency Components for OL support anticipated for the coming FY.

DDS Comments

25X1A I previously spent 2 1/2 years in OL so found myself still knowledgeable of [REDACTED] general remarks. I was, however, brought up to date regarding current commitments.

A good coverage of the logistical problems and capabilities of the Agency.

Logistical Support of Operations revealed little known problems of the logistics officer and was well presented by [REDACTED]. He talked freely and followed a logical pattern throughout his presentation. 25X1A

- a. The subject of logistics is important as an Agency activity.
- b. The subject was well covered.
- c. Visual aids were good; speaker made good use of statistics.

25X1A [REDACTED] covered the entire field of logistical support to the Agency
25X1A including direct support to operations. He clarified some of the comments of [REDACTED] with regards to [REDACTED] which logistics have stored in quantities sufficient for 41,000 men. A very well presented discourse on a vital support function.

25X1A

25X1A [REDACTED] took a dull subject, as far as I am concerned, and gave an interesting presentation in the logistical field.

25X1A [REDACTED] presented in logistical form a good insight into this subject. His manner of presentation was very good.

25X1A [REDACTED] presentation for OL was good. The visual aids were very effective, and I classify the entire presentation as effective. I personally have a substantive disagreement as to the implied efficiency of the subject component of the Agency, but disregarding that, I feel the contribution to the course is significant.

The statistics alone were impressive - as was the presentation. However, an hour for this is enough.

A good and limited presentation suitable, I think, for this course.

DDS&T Comments

25X1A [REDACTED] gave a routine description and run-through of the functions of the Office of Logistics. He did well on the prepared information and "canned" lecture, but he could not field or give satisfactory answers to several very good questions from the audience. It is suggested that speakers be familiar enough with the subject of their lecture to answer questions which are not esoteric in any way but have a very everyday application.

A capsule look at a sizeable chunk of the Agency budget. An excellent speaker.

The subject doesn't interest me, nor did the talk. [REDACTED] 25X1A presentation was good and his talk was well organized. I have no suggestions for improvement. I thought he was wise to keep the presentation short and yet convey the variety of activities in which Logistics is involved.

LECTURE: Security: A Primary Consideration in Accomplishing the Mission of CIA
SPEAKER: Robert L. Bannerman

DDI Comments

An excellent follow-up to Dr. Tietjen's discussion on employees' background. The complexity and resultant problems of security and the many programs involved in the "policing" of the Agency was worked out in this very interesting discussion.

An interesting subject that affects us all -- like the rest of the talks today, more interesting in the question period. I liked his stress of the personal touch - reassuring.

Informative and illustrative of its problems and work loads. Should tackle question to what degree the principles of need-to-know and component obligation should be carried before the principles become over-restrictive and frustrating of the intelligence process.

A very good briefing. Comprehensive. Given with great breadth and depth of personal knowledge in a highly technical and professional field. Getting the word from the expert in the field and presented well made this a more rewarding lecture. Time just right.

A low pressure, interesting and worthwhile hour. It might even be expounded slightly.

A thoughtful presentation of general security objectives. I liked the general treatment and manner of presentation.

Good, but not excellent. Subject is more interesting than the presentation.

DDP Comments

Perhaps an abundance of statistics - some good illustrations and description of cases. An extremely interesting lecture, revealing the other side of Security which is seldom seen by the ordinary employee. Recommend this lecture be continued with the same time period

In a quiet and self-assured manner, Mr. Bannerman gave us a fine presentation on the problems faced by SO. It was reassuring to learn that, despite the critical seriousness of its mission, SO tackles its problems in a reasonable and human way. I urge that Mr. Bannerman be invited to address each Midcareer Course.

Most impressive; for the first time I heard put forth in plain candid language the monumental job of the Office of Security. The only means which might be used to improve this presentation would be the use of graphic aids.

The formal lecture was too long and not too effective a presentation of the actual functions of the Office of Security. Once the question and answer period began the speaker was more interesting and this portion proved of value. Perhaps the informal bar session should occur before and not after the formal lectures given during this Course.

Well done and interesting.

An excellent presentation giving broad concepts of Security as practiced by the Agency, underlying philosophy, application in actual examples, the supervisor's responsibility, and a peek at the problems faced now and what the Agency is doing in its planning to tackle them in the future. Also touched meaningfully on Security relationships of the Intelligence Community.

This broad and general presentation more than adequately covered the numerous duties and responsibilities of the Office of Security. The constant reference to the principle of "need to know" should have gone a long way toward satisfying some of the members of the class who have felt that the need to know phrase is used to cover blunders and operational errors. As Chief of Security he held nothing back in his regular use of examples to explain a particular function or activity which was appreciated. Mr. Bannerman's presentation was clear, concise, informative and most enjoyable. Everything that needed to be said on the subject was fully covered. I cannot think of any suggestions which could improve on either the content or the caliber of the lecture.

Mr. Bannerman's security lecture was excellent. I feel his statements regarding OS and it's approach to Agency problems was particularly helpful to those individuals who have had little traffic with the OS and who are perhaps suspicious of the security officer image.

DDS Comments

An excellent straight forward lecture. I thoroughly enjoyed this one and had no idea the Office of Security participated in so many activities. The work load, based on the statistics presented, seems almost impossible to cope with. Specific examples of security work were interesting and very informative.

A very thought-provoking presentation of the basic security problems facing the Agency.

Security by Mr. Bannerman showed some little known aspects of security problems and the "security officer." The revelation of some of the figures were shocking but revealed the real problems of a security officer - much of which is little known and respected by operations. I think it was effective and the approach to security different and more interesting than an organizational concept and organizational functions. He answered the many questions candidly.

- a. Subject matter is worth including if only to indicate scope of security activity.
- b. Subject was well covered.
- c. The presentation was adequate.

This discussion brought out the increasing problems of Security with the changing conditions and development of Techniques - the security of the Agency insofar as its production and estimates are concerned is dependent on the security of other Intelligence Agencies. A most interesting and informative talk.

Mr. Bannerman highlighted many operations of the Office of Security that I was not previously aware of, although I have worked with many of the offices within the Office of Security, therefore, I feel his presentation was of great value to me.

This talk was both interesting and inspiring. Mr. Bannerman provided a good insight into the many facets of a complex and somewhat intangible subject.

The SO presentation by Bob Bannerman was unfortunately filled with statistics. Woven in the numerical thread, however, was an effective disclosure of the problems and methods of security in CIA.

This session was characterized by the speaker's obvious breadth and depth of knowledge of the subject - impressively - but in low-key delivery. Effective and informative.

An adequate presentation.

DDS&T Comments

This lecture was very interesting and gave a view to all aspects of security within CIA - industrial, personnel, agent, and the intelligence community at large. It was very well delivered with many examples and problems of real cases to illustrate the principles involved. Unfortunately, Mr. Bannerman did not go into the operational use of security to any degree, but this was apparently due to a lack of time.

This was an interesting presentation. Of more value was the opportunity to question in an informal environment.

Talk was generally good and well presented. A well rounded presentation on the activities and problems of OS.

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LECTURE: Technical Communications Developments

SPEAKER: [REDACTED]

25X1A

DDI Comments

Was interesting - one comment- if [REDACTED] cannot talk louder, I believe 25X1A he should take advantage of using the microphone.

His secretive way of speaking made it difficult - almost impossible - to hear back in my corner, though the material was interesting, well presented, and backed by gadgets.

Well balanced presentation of Commo's responsibilities, operations, and problems.

Voice very weak and it was necessary to strain to hear. Enthusiastic about his subject. Astounding developments in this field made interesting by a real pro. Length of time adequate. A question period would have been fruitful.

A very useful talk. Interesting to me. I appreciated the absence of the usual T/O rundown. Functions and problems were emphasized; this is the proper approach from my viewpoint.

Informative and useful. A good presentation.

Acceptable. I was too familiar with the subject to be very stimulated.

DDP Comments

25X1A [REDACTED] topic is an important and interesting one and I am sure it was well covered, but [REDACTED] speaks in such a faint voice that it is virtually impossible to hear him. [REDACTED] did seem to brighten up a bit and speak louder when 25X1A he explained the function of the equipment he was displaying. [REDACTED] speech would be perfectly acceptable if he would speak louder and more positively. 25X1A

A very useful resume of operations, particularly for those of us with practically a total unfamiliarity with the subject matter. It would have been even more 25X1A rewarding if [REDACTED] had not been quite so soft-spoken. It was a well-balanced discourse on the organizational and practical phases of the Commo business.

This was a very interesting presentation. [REDACTED] did not waste time on 25X1A the organizational structure of OC but gave us a good insight into OC problems with other U.S. Government Agencies. His presentation was well organized and he made effective use of graphic aids. The only suggestion I might make is to suggest that 25X1A [REDACTED] speak louder. At times it was difficult to hear him from the back of the room

Fascinating, and effectively delivered. The problem of clear text input to commo gear is one I hadn't thought of in years. I've heard of research with computers activated pneumatically and wonder if this research would be of value in solving the clear text radiation problem.

This was an excellent and logical discussion of the tremendous scope of Agency communications and commo support to the DDP and U.S. Government. Very fine and valuable. Speaker would be aided by P/A system.

An outstanding and informative presentation. Unusual depth and scope for the time allowed. Across the board interest with excellent coverage of inter-agency relationships in commo, support for DDP agent operations, developments in R&D, and the future.

25X1A

Informative, necessary, and well done. [REDACTED] had an interesting topic and it was unfortunate that he could not be heard most of the time.

25X1A [REDACTED] remarks concerning the Office of Communications proved extremely informative to the writer. Any lecture of this type given to the uninitiated weighs heavy on the information scale. [REDACTED] comments would have been more rewarding, however, if he had been offered the microphone for his lecture. The 25X1A time provided seems adequate.

DDS Comments

I enjoyed this presentation and feel I have been apprised of a number of the numerous practices and methods employed in the Communication Field. The explanation re the various equipment used was very informative.

Interesting to have new developments and capabilities pointed out to us. Too bad we can't have more time to examine some of the less talked about items, e.g., those that we would not ordinarily hear about or be exposed to. Was worthwhile, however, the speaker's voice was hard to hear at times.

25X1A I shall talk with [REDACTED] DD/CO, about his presentation. We could have used a lot more volume.

In spite of being requested to speak louder all of this speech was inaudible and I gained nothing except frustration. Electronic amplification might help.

25X1A I am sure that ; [REDACTED] presentation consisted of interesting material, however, I could not hear him from my sitting location. Possible a "mike" could be used during his next presentation, since he was asked to speak louder but without response.

25X1A

[REDACTED] has a rather soft voice. Early in the talk he was asked to talk louder. He soon returned to his normal tone. The amount I was able to understand was interesting.

25X1A

[REDACTED] in his talk on Communications, used too little "volume" for really effective presentation of what was actually some extremely valuable, pertinent material on staff and clandestine communications. His visual aids were good, and I particularly note the response of the group to his "goodie box." The last 15 minutes were quite productive, as he spoke more effectively (louder). Overall, a necessary subject in the course.

What he had to say was both of great value and interest to me, however, he had his volume turned so low he could scarcely be heard in the back of the room. His discourse on the state of the art in the Agency commo field was indeed eye-opening.

A good presentation except for softness of speech.

DDS&T Comments

25X1A Inspite of the poor presentation, this was an interesting topic containing some vital data. [REDACTED] spoke too softly, he was inattentive to his audience, his material was unorganized and disjointed. However, inspite of this the value of OC to the CIA was plainly evident. The inferences for the future of the OC contained in the speech are most intriguing to contemplate, especially.

25X1A An interesting talk, particularly the political and budgetary moves by [REDACTED]
Please have [REDACTED] speak louder. 25X1A

25X1A Very good talk, but [REDACTED] speaking voice is pitched too low. I was close to the speaker and found his talk very interesting.

25X1A [REDACTED]

DDI Comments

25X1A An excellent job filling-in for Col. White on the introduction to management. [REDACTED] did an outstanding job on his own portion as well. His presentation on staffing patterns, manpower utilization and retirement problems.

DDP Comments

25X1A [REDACTED] presented Col. White's prepared address due to Col. White's absence. Managerial Problem #1, was interesting and informative. Question period

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[redacted] was the most satisfactory portion of the session. Time limit of the lecture might be lengthened to allow more questions.

25X1A [redacted] introduction to the Management Phase of the Course and his lecture on Management Problems was interesting and once again highlighted the personnel problems peculiar to the Agency. Some examples of concrete steps taken to improve management principles or those in the Agency not yet attuned to the problems would have been helpful.

DDS&T Comments

25X1A The talk given by [redacted] was composed by Col. White and was well delivered considering the circumstances. However, since it was concerned with the management phase of the Course, its content will not be evaluated.

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(B) General Evaluation Statements

DDI

25X1A

1. [REDACTED] - This is a tremendous idea to have all of the students located together completely away from the hustle and bustle of office life. This has provided a wonderful opportunity for informal discussion with other students, which I'm sure will develop into many long-time friendships. This could be useful in developing better requirements and general all-around greater appreciation for each other's responsibilities.

2. The Midcareer Course - I am certainly very grateful for having been selected and given the opportunity to attend this Midcareer Course. It has opened windows to many new ideas and approaches that will no doubt help me in the future on many problems involving both inter-agency and intra-agency matters.

3. The DD/S&T Presentation vs. Others - Considering the four major divisions or directorates of the Agency and the presentations compared with each other - the method in which the DD/S&T presented their chiefs, functions and capabilities appeared to be the best organized, most complete and most informative. This method of grouping and "appearance-in-force" also lends itself well to a very interesting and complete panel-type discussion.

4. Brief Review of CIA Structure Prior to Speakers - Perhaps a brief (1-4 hrs.??) review of the Agency organization, as it is known before the Midcareer Course begins, should be given as a prerequisite to all of the students. This would point out any changes that have occurred or are under consideration. One major example is the DD/S&T, a relatively new organization with a high degree of responsibility; this would also alleviate some of the confusion that exists with the cumbersome use of abbreviations in each presentation. The confusing abbreviations (many used without explanation) would be more easily understood by all students.

5. The Need-To-Know Barrier - Most of the speakers were very informative and very clever in skirting the need-to-know barrier to make their presentations as complete as possible. The only speakers that seem to hedge and use the "x-y-z" designators excessively, were those speakers from the DDP. I believe I speak for the student group in saying - current operations should be kept completely from any classroom discussion; however, through the years, considering the many good as well as bad operations, plenty of case history files should be available which should allow a selection of actual cases for use in these presentations. The use of these cases would illustrate and emphasize the enormous task involved in the preparation, planning and execution necessary for the completion of operations. For the most part - the DDP presentations appeared to be heavy on their "problems" and far light on their achievements, I'm sure they have many startling case histories that would provide them with a tremendous opportunity to "blow their horn."

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6. Area Visits - All of the speakers were very interesting and they appeared to be very enthusiastic in revealing as much as possible about their organization, responsibilities and their objectives. In some cases - one could frame a mental picture about that particular plant; however, there are some that are unique and it would be difficult to imagine the size and scope of the organization without a visit. Some of these for possible consideration are - computer services, NPIC,

25X1A

7. Visual Aids - Encouragement should be made for the use of more visual aids. Most of the speakers were excellent and the information was outstanding; however, for most of us from other parts of the Agency it was difficult to follow the speaker at times because there were too many things taken for granted. This difficulty could be overcome through the use of more graphics.

Generally speaking, that which was the least familiar to me (DDP subjects) was the most interesting, informative, and valuable - at least from the viewpoint of learning a more complete picture of the Agency at Midcareer. I imagine that a variation of this is true for every member of the class. I certainly regret that some of the speakers and subject originally scheduled did not appear - e.g. Estimates (least familiar of the Intelligence subjects to me) and Counterintelligence (probably because it is closer to the classic cloak and dagger myth). But that was unavoidable. From my own viewpoint I would have liked to know something more about DOD than where it differed from OO/C (Mr. Larocque's talk). And while I'm quite familiar with most aspects of ORR, I imagine most of the CS people are not, and it produces a good portion of the DDI output.

I have already noted it in part (A) but I can repeat - more actual examples of the various components' activities would be appreciated. I realize in 2 weeks even the most knowledgeable speaker can only give us a brief idea of their work, and I realize security considerations enter in, but it's a suggestion.

One of the things that the students have talked about amongst themselves is, of course, just what a midcareer course should include - should it just give the "big picture," or fill in the lacunae in the individual student's knowledge of the Agency? If I had the school answer for this - agreed upon by all who mentioned it, I would mention it, but we all had slightly different answers to that one. There doesn't seem to be a clear concept of what the proper subject matter should be - nor a belief that OTR is too sure either. One thing I should point out, however, is the comments we've all made about jargon, technical language, etc. - how the OCS man doesn't know the meaning of many DDP terms, the CS people don't understand what the scientists are saying, etc. This pretty well paints up the fact that the serious lack of communication and understanding between the various elements

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25X1A

of the Agency - which we hoped might be partially cured by putting us all under one roof - will be with us for quite a while. [REDACTED] idea of an exchange of duties between DDI and CS personnel is just another aspect of the same problem. I doubt if there is ever going to be a pat solution, but maybe just putting us all together to talk it out is a good start. I was as quick to believe newspaper stories and to criticize the CS as any State Department "cooky-pusher" whenever I heard of an Agency boner (afraid of being tarred with the same brush, I guess), but my appreciation of their problems has certainly been increased this week.

I noticed that the Agency's promotion policies, or lack of them, invariably crept into the seminar this afternoon. Personnel policy is something in the back of all our minds, and maybe a session with someone from the Office of Personnel would let this pressure out into the open.

This phase of the course has been highly interesting and certainly informative in briefing me in considerable depth and detail on the structure and functions of the various components of the Agency. Most of the presentations were excellent and some, especially those in the technical and scientific fields, were absorbing.

For one in the DDI complex, the presentations by components of the other directorates were more rewarding. It is unfortunate that the briefings by FI and CI had to be cancelled.

A stated in the course program, the mission of this phase was to cover the Agency from four aspects - namely organization, problems, relationships, and developments. This approach was well conceived. However, in execution, the presentations, both individually and as a whole, failed to adequately cover all of them. The DDP presentation was heavily weighted on the descriptive, organizational, and problem sides with insufficient attention to its relationship and responsibilities vis a vis other components. The DD/S&T also was weak in this regard. The DDI presentations were perhaps more effective on this score but the omission of presentations by two of its major and vital components, i.e. ORR and ONE, is highly regrettable.

Quite likely the speakers do not have sufficient time to adequately deal with all of these aspects or perhaps their topics have been construed too narrowly. Certainly the relationships, mutual service, and interplay among the various echelons of the directorates are vital to the Agency's successful operation and performance. More emphasis, therefore, needs to be given to approaches which will counter the parochialism with which - if not the directorates - at least the lower echelons still function.

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The presentations by Mr. Bross and Mr. Fuchs came closest to grappling with and illuminating this arena. Their topics should be allocated much more time.

At this stage of midcareer all of us should be addressing ourselves to the broader or total concepts of the intelligence organization and effort and to the appropriate and most effective roles, responsibilities and above all the inter-relationships of the various components of this vast intelligence organization. The course contribution therfore has been excellent - but more time is needed for covering the aspects cited above.

Each student is bound to learn something by being in this physical setting and in the company of thirty comrades. It follows that the Course must offer something more than just the preceding factors. Then, what is that essence? I believe it is a mind-stretching experience. A moving out of the constriction of the hourglass into the big picture and back again to the pigment. Each speaker did this very thing with varying degrees of skill. This raises the point that not all execs can organize and present in a stimulating fashion his subject matter. Does this imply that many execs should have professional briefs or should they themselves seek [redacted] self-improvement course?

25X1A

The second thought I would like to write about is that each speaker or guest lecturer be provided with some ground rules; conversely, would it not be useful to present some ground rules to the students before going in the soup?

A third concept involves complete freedom of expression without regard to who has what classification. If the Agency has faith in what the course is about, should not they level and present a series of lectures on say "Tools and Craftmanship of Shaping National Intelligence." If we as students do not get the big picture now will we get it as a three quarter careerist? I believe a dash of this or that oil in varying amounts adds up to very little. Could we all get the works?

Pride goest before a fall. What happened to ORR? My office would not approve of not being represented. How about [redacted] He's a very good ringmaster. 25X1A

I spotted this course immediately upon return from PCS and asked my super for a crack. It has proved to be as good as the brochure reads and I am looking forward to another 4 1/2 weeks.

(1) So far so good, with the exceptions noted below. To elaborate on some of these:

(a) Can we avoid the organizational approach whereby the speakers feel impelled to run over their respective T/O's in great detail? Can we instead use these

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high-level people for information on methods, functions, problems, and plans; and substitute written materials for the T/O segments?

(b) Can we drop the OCR presentation and some of the DDS ones (and possibly substitute one by ORR) and the heavy detail on DDP/CA Staff?

(c) How about Kent, Cooper, and Kirkpatrick on a single day with an evening seminar on "Policy and Intelligence" as the kickoff feature of the course?

(2) The fast-moving technical aspects of intelligence collection (DD/S&T and NPIC and Computer Services of DD/S&T) struck a responsive chord with me. These are things that I knew little about because of their very dynamic nature. I have much less need of information on OCR or DDS for example. I would allot course time as follows:

DDP - 30%)	
DDI - 20%)	This allotment would serve my needs best!
DDS&T/NPIC - 40%)		

I do feel that DDS is vastly over-represented in this course.

(3) Can we restrain some of the speakers in their devotion to unnecessary slides and voluminous statistics? The course focused on the "big picture" and such presentations are not valuable.

(4) Summary Comments:

A very worthwhile program, especially if cut to 6 days with deletion of certain material as noted above. Emphasize technological developments; de-emphasize less exciting and everyday functions. Spend the first day on policy/intelligence complex; a half-day on DDI (ONE and ORR mainly); 2 days on technology (DDS&T and NPIC, TSD, Commo, etc.); and 2 days on DDP with a windup seminar on station operations especially agent handling and recruitment.

All the above comments are offered from a personal viewpoint. Of course, others will feel much differently on certain aspects of the course.

As a recent returnee from several years overseas with an assignment to return overseas in the near future, I entered my candidacy for this course in the hope of getting a better line on the kind of men that are running the Agency, what the Agency is doing, and where it is going. I am generally pleased with everything I have seen and heard; I only regret we haven't seen and heard more. I am particularly sorry to have missed the first day's program, and hope it can be rescheduled before the group breaks up.

The most effective speakers were those who spoke candidly, gave evidence of enthusiasm and dedication, and gave a balanced description of their components' mission, organization, and size and discussion of its accomplishments, limitations, and problems. Inevitably, many of the talks gave a better picture of what they

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speaker would like to be the case rather than an informed picture of working realities. The more formal the presentation, the more often I believe this was true. It was also clear that the speakers came to us with a disparate understanding of the security ground rules.

The Office of the DD/I and the new all-source center were not adequately described.

Since it is a matter of such importance and current concern, I think more time should have been devoted to the manner in which the Agency pie is being sliced and why.

It is obvious to all that this second running of the course has not received the same support from top-level officials that the first class had. More urging may be the answer, but I doubt it. Unless it is decided to let the excellent idea of a midcareer course run downhill, I suggest one or both of the following:

(1) Upgrade the participants to the GS-14 or 15 level, (2) schedule the lectures in the Washington area with possibly one or two long weekends in [REDACTED] for organized bull sessions. Many of the speakers addressed themselves explicitly to potential senior officers. GS-13's have a long wait ahead of them before they will exercise substantial executive responsibility. GS-14's who are closer to this goal are not being given, as a rule, this same opportunity, an unnecessary [REDACTED] and probably undesirable anomaly. As for listening to talks for 12 days in [REDACTED] I think this is altogether too much of a good thing and quite probably counter-productive.

25X1A

25X1A

For a student's general critique of a course to be meaningful and useful, it must be related to a reasonably clear statement of the intent of the course. If we take the statement, one sentence, in the Foreword of the program as reflecting this intent, then I feel the first part of the course has achieved this simplified objective. The many comments overheard during the course regarding individual student's enlightenment concerning the Agency's many and diverse functions is sufficient testimony to me that this conclusion is valid. An assumed objective which has been met more than adequately is the acquisition of insight into the variety of kinds of people required to perform these many and diverse tasks. This applies even more to the students than it does to the speakers. This is a most significant achievement, hopefully intended. From a personal point of view, the psychic satisfaction of seeing and hearing from individuals who prior to this were mere names rather than human beings has been extremely rewarding.

Many of the complaints registered during the course have been concerned with trivia, so no comment is necessary regarding the vast majority of them. A reasonable amount of human understanding can be applied. I have enjoyed the course, and have

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gained knowledge, insight, appreciation, and understanding of many activities which previously were only vague concepts. It is my feeling that the overall format and scope of the course needs little change, and that those changes which could result in improvement can more than adequately be coped with by the professional OTR Staff.

Although I am sure this has been made obvious during the course, I still feel compelled to offer one criticism. The DDP notwithstanding, the course should be all-source, as I feel the people here have a need-to-know anything and everything that is going on within CIA, and the most disturbing thing to me is that the DDP people are defending this withholding of information when in fact the DDI is the most flagrant violator. A paradox.

DDP

Very good course thus far. I believe it would have been much more interesting if all classes could have been attended (referring to Sunday, 12 January). Subject material seems to be correct and for a few exceptions, seems to be fairly representative of the Agency "across the board."

I think the management portion of the course should be rescheduled as the last part of the entire six week course. It is evident that many of those present have been to several management courses. Rescheduling the lectures would permit those who have had official management courses to finish the course early. I have had no official or formal education in management, but observed that many of the class feel that they are not gaining much from the present set-up.

1. The following were of special value to me personally:
(a) S&T
(b) [REDACTED]
(c) Field Station
(d) Data Processing
2. Less attention or rescheduling is suggested for:
(a) OCR (this is basic)
(b) Only one speaker should devote a full period (or periods) to explaining CIA organization and its impact on policy.
(c) Whatever measures are required should be taken to insure the attendance senior CI official - this is an area in which I (perhaps others) require an cation.
3. Add to the schedule:
(a) A rather complete description of the intelligence production process - the preparation of requirements (based on both scheduled and crash finished lligence needs), to the correlation of these requirements (with a full description ne Collection Guidance Staff - not correct at all), to the exploitation of

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accumulated data, to the raw intelligence information (from all sources - open, CS, liaison, etc.) - including an analysis of the branch to branch relationship, i.e., between the production and collection elements, to the ultimate use of the finished product. This is a cyclical process - it should be explained as such. To adequately do so would demonstrate the combined contribution of practically all Agency elements to the final intelligence product. I consider this "education" essential. Too often, there is no mutuality of interest between the CS and the DDI elements - stemming in large part from the fact that each pursues his own parochial ends with a happy (or unhappy) ignorance of what the other is up to. And along this same line, please describe the DDP/FI function - it was hardly mentioned. And for the benefit of DDI, the nature of that strange beast mum as DDP - its staff omit command relationships. I would suggest that a senior officer - preferably a division officer - explaining in detail the workings of a typical area division (if such, indeed, exists) - the roles of the various officers and administrative/action elements, etc.

I believe non-DDP'ers would be interested in the excruciatingly complex process by which approvals are obtained for CA and FI projects. No reference was made, 25X1A for instance, to the DDP/[redacted] role. This prompts me also to suggest a review of the "management" process in DDP and DDI, specifically, who in the last analysis determines how much effort shall be devoted to particular lines of action or endeavor.

I would suggest that a considerable amount of time be allotted in the schedule to seminars. In my opinion, the few that we had were very productive, for example, the free exchange in the small group on Sunday afternoon. The quick reaction and responsiveness - pro and con - to almost any point raised for discussion demonstrates the clear need for more of this uninhibited exchange. It might be possible to establish small groups devoted to examination of particular points of interest. One of the group could serve as moderator. When the question was resolved to everyone's satisfaction, the member could join other groups - flexibility and freedom of movement is essential - they should not be held to a formal atmosphere.

The "need-to-know" principle has been the subject of much heated debate among students. Initially, we were informed that the principle would be suspended during the first two weeks of the Course. Several speakers have clearly not fully disclosed the exact nature of certain phases of their work - and for this unwillingness to relax, they have been criticized by some students. It is my personal opinion that a complete suspension of the principle is not required to accomplish the purposes of the Course. This should be clearly stated at the initial briefing, however, to eliminate the confusion on this point which has persisted throughout the Course.

In general summary of the first phase: I sincerely believe that I personally derived great benefit, both in terms of the great majority of the substantive lectures and of the association established. The atmosphere and surroundings contributed,

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of course, to this sense of fulfillment, but more importantly, I experienced as never before in any previous training with the Agency a feeling of "belonging" to a rather outstanding organization. I have never before had an opportunity to exchange views on so many subjects with so many representatives of other elements. I had something of an advantage in assessing opinions expressed by, say DDI or DDP officers, by virtue of my eight-years' service in ORE (ORR). The close bonds established with other students - which I am sure will persist long after the Course closes - was one of the most significant results. Further, in selfish terms of career planning, this two-weeks (almost!) gave me insight to what organizations held appeal as opposed to those in which I would not choose to serve.

This part of the course was of definite value but I feel that more time should have been spent on the policy implications of the various agency activities. As I noted there were some presentations which were nothing more than basic orientation lectures. Several were simply repetitions of talks I had heard in a CSR course in early 1963.

An exception was the DDS&T presentation which covered a relatively new directorate. It might be well to consider staging this presentation for all senior officers of the various components of the Agency in order that they might better understand the true functions of this most important Directorate.

DDP fell rather short of expectation in their part in the course and I suggest some revision of the DDP portion might be considered. In addition to the deletions and one addition I previously mentioned in Part A, some mention should be made of the formulation of Related Mission Directives and Operational Programs. Perhaps this could be covered in a presentation covering the role of the "DDP Division Chief."

1. I feel that Dr. Wheelon's "flying circus" is perhaps the best approach to presenting the picture of the major components (DCI and the deputy directorates). The lack of fragmentation permits the build-up of a certain intensity of interest on the part of the student which might not otherwise be possible.

2. The DDP presentation suffered. I feel, because of a fragmented presentation. For reasons of security and the existence of objectives that are almost beyond human capability, the DDP is often cast in a negative role. Without endangering security, I feel that a better job can be done in explaining the necessity for our apparent negativism. The top echelons apparently have less difficulty in this regard, but I was surprised in the class to observe the intensity of parochial views. I feel that neither our dignity nor security would suffer to take a lesson from Dr. Wheelon.

3. General requirements vs. covert collection requirements vs. DDP was not clarified during the course.

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Several students have indicated that the course to date has suffered from too lengthy a treatment of the DDP and its woes. I should like to counter this by observing that in actuality the DDP has been less represented than any of the components and that its speakers have left the course with less of a complete picture than they deserve. The FI function was well treated by Messrs.

[REDACTED] but the CA function was presented too 25X1A early to allow the course to question its representatives in any knowing fashion. The CI function was, of course, lost by default. In this regard I recommend that the question of the Soviet assault on the U.S., in particular the Soviet intelligence system and its activities, be handled by either the Chief SR Division or by the Chief, SR [REDACTED]. Both individuals are excellent and articulate public speakers.

25X1A I believe that the course has been both interesting and of value to me. The continuity has suffered from storm and wars, but the mixing of students and the after hours sessions with the visiting speakers have made the course well worth the time it has cost Training and the participants. I have three recommendations which may be taken with my initial evaluation kept in mind. These recommendations should, perhaps, take precedence over the rather acidic individual criticisms, which have been typed as they were originally recorded. My recommendations are:

(A) A major feature of the course is the exchange of views between students. I hold that this should be more quickly accomplished, perhaps a quick three laps at the bar the first evening and then a session wherein each student is requested to give a three minute talk on himself and his work in the Agency. In this manner we might well save several days of the inevitable feeling out process and get down to a flow of ideas before half the first week is over.

(B) Far too long a time is spent throughout the course by speakers pointing at Tables of Organization. I recommend that either a member of the staff or an individual from each of the components lead off that component's discussions with a general outline of the DDP, DDS&T, etc., and the speakers be asked to go more quickly into their functions and current problems. This should not be a glorified familiarization course, it should be a candid discussion of the Agency with the Agency's leaders.

(C) The most valuable period of any lecture has been that following the formal lecture. I recommend two steps to increase the utility of this time; first, the time devoted to questions and answers should be increased and the seminars should be kept to the group as a whole - the separate grouping has meant that the best speaker or most knowledgeable authority present has been allotted only one third of the students. The second step, albeit somewhat touchy, is to have a discussion among students at the end of this course to ascertain whether or not future courses could not hold down lengthy and sometimes irrelevant personal comments by the students such as long discourses on the student's personal feelings. My own assault on DIA excluded, of course.

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Reviewing the initial section of the course, I am left with a feeling that the final mold is still unsettled and that it is attempting to cover too many single activities, while offering overly-cursory treatment of what I conceive as the main theme and virtue of the course. To evaluate it as a whole, I must offer the personal standard against which the evaluation is made, i.e., my conception of what the primary objective should be.

The course brings together a selected group of officers of middle stature, each with several years experience in the Agency and each supposedly with the potential and probability for arriving at positions of executive decision. With a due bow toward the exceptions to the rule, I suggest that it is easier for all of us to investigate (by direct working contact, general conversations, and other training courses) the activities and problems of all other internal components than it is to learn the fundamentals of the Agency's position in government and in the world. The Agency components are, generally speaking, well represented and comprehended by their middle and senior level officers; to learn of each single one, it would be sufficient to talk with them. However, the components are represented in their external relations only by their senior officers.

During the first week the course attempted to cover both areas. Insufficient time overall forced an unfair proportioning of time to each. For example, it is unwise to give to Mr. Bross, Mr. Cooper and [REDACTED] the same single 25X1A hour given to Logistics. The latter I can get on my own. How often will I have an opportunity to hear in sufficient detail what only these men can tell. This is a matter of serious pertinence to my own conception of whether or not the entire course succeeds.

My first recommendation would therefore be either to extend the time so that mention may be made of the minor components while principal emphasis is upon that which can be obtained nowhere else; or to eliminate the former entirely (they can be covered during the Midcareer Program; let us not dilute the basic Course) and concentrate upon the truly vital elements.

Secondly, I would suggest that a more rational and coherent presentation of the mission, organization and problems of the DDP be given to the representatives of the DDI, DDS, and DDS&T before they begin the course. Much of the time of the students representing the DDP during the first week was spent attempting to explain the DDP to them, so that a common ground for understanding and evaluation could be attained. We in the DDP are fairly well aware of the work of the other Offices; they have not had the opportunity.

Personally, I would consider the idea of re-attending the initial portion of the course if these suggestions were implemented, certain that I would obtain additional and valuable benefit from it.

As it is, it was far from wasted time; but it can be made even better.

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From this portion of the course I anticipated a broadening of perspective through identification of differences, common ground, problems, and insight to solutions or possible courses of action deriving from:

- (1) relationships among components of the Agency; and
- (2) relationships of Agency components, individually and collectively, with other elements of the Intelligence Community and policy-making organs of the government.

Accordingly, the topics presented by Mr. Kirkpatrick, Mr. Bross, and Mr. Cooper were of the most value for me. I recommend that these topics be presented at the beginning of the course so that discussions on individual components can be quickly oriented along the broader policy and management approaches being adopted at the top.

DDP activities provoke high interest as well as misunderstandings. Therefore, its lectures are vital to the course. With its dual role of intelligence collection (and inevitable influence on policy-making) and covert action to support policy and considering that the majority of the class is non-DDP, I recommend expansion of that portion wherever possible with the slightly changed emphasis noted in my comments on the presentations of [REDACTED] A useful addition might 25X1A be presentation of the FI Staff "Agreed Activities" coordination, its development and future with examples particularly bearing on DIA and clandestine operations by military components overseas. Also, the CI role is a must for a full picture of inter-agency relationships, DDP operations, and would complement Mr. Bannerman's coordinative role with other agencies in matters of Office of Security jurisdiction as distinct from CI. I suggest that a presentation on SR Division activities would be an acceptable substitute in the broad area of CI operations.

I recommend that each presentation consciously strive to expound on the themes of "Outside, externally oriented relationships" and "Where do we go from here". Even where the future appears "muddied", identification of the principal forces at work and the problems to be faced would be useful for developing our perspective. This applies especially to the changing role of the DDP stemming from its close involvement with policy and creeping overtness. I recommend a seminar on this topic with [REDACTED] 25X1A

The NPIC and DDS&T presentations were especially outstanding. Although not directly related to my principal interests of inter-agency relationships and management responsibilities as a "line supervisor", I derived considerable benefit from this additional knowledge of Agency activities. Similarly, commendable presentations by Mr. Smith, Mr. Larocque, and [REDACTED] made substantial 25X1A contribution to my knowledge and understanding of Agency activities and problems.

Overall, the balance of time allotted for lectures and questions was excellent. The questions alone, coming from representatives of all components, provided a truly integrated view of each problem area.

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As another topic of interest, I suggest "Non-Official Cover" as challenging and relevant to the objectives of the course through the multitude of operational and management problems it poses.

1. Presentations: In general the presentations were adequate, informative and helpful in increasing my understanding of the Agency as a whole. Coverage of the DDP left much to be desired. In particular, the failure of the CI Staff to send a representative was a personal disappointment to me as a member of the DDP and I feel that it was an insult to the course directors. I was also struck by the absence of a representative from the FI Staff. The major complaint by students from other components in the Agency was that the DDP was holding back. I feel the complaint was justified and some serious thought should be given to a simple explanation of operational terminology and, if possible, a typical FI operation might be presented. This course is a very important stage in the careers of the participants and for that very reason it behooves each component to make the very best presentations possible.

2. General Comments: a. The general topics covered during the first phase were well chosen and in most instances adequate time was devoted to the subject matter. I feel that the time devoted to the demolition demonstration might have been better spent on seminar discussions even though it was an enjoyable presentation. b. The presentation made by Dr. Wheelon and his staff was particularly impressive in addition to being very informative. It might be well if other Deputy Directors were asked to consider making a similar type of presentation. I think there is much to be said both from the point of view of course content as well as economy of time in having each of the major components spend one day with the students. Thus the DD or the ADD would be asked to bring along five or six top officers from his directorate--part of the day could be devoted to formal presentations and the remainder of the time would be spent in informal group discussions. If the aim of the course is to give us a broader outlook of the Agency then I feel that the "top 25X1A brass" are the best qualified to do it. c. The time allotted for presentations at [REDACTED] was a little long. I think that one week would have been sufficient especially if the advance reading assignments were in fact completed in advance.

As an Agency employee with both DDS and DDP experience and training, I necessarily feel that the DDI and DDS&T segments of the course proved to be of "unusual value" to me. It had been a number of years since I had reviewed the total Agency complex and my unfamiliarity in these areas was evidence of the true need for an educational and review course such as this one. I also feel that

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the DDP dissertations, particularly those that centered on policy matters, such as the [redacted] lectures were very valuable.

I have already commented in Section A of this critique regarding my evaluation of the individual presentations and I feel any indications of "unusual value" topics or fields will be reflected, as in my case, in those particular areas in which a person has the least overall knowledge. I have also previously stated that the [redacted] and, in particular, the Cover Staff needs to be more fully explained. Everyone here from Security to Logistics spoke about, around and behind cover without properly identifying its capabilities and limitations in the face of given operational realities.

25X1A

DDS

I have looked forward for sometime to attending this course. As such I came expecting something really above par and this is exactly what I feel I've gotten, even with the delays in transportation, schedules being changed and having to depart rather quickly. I feel the presentations on the whole have been excellent with the few exceptions previously noted. I have no major changes I would recommend other than the addition of the Director of Personnel and Director of Training to the schedule. At this point in my career I have come to the point where OCI, DDS&T, CA and the like have some meaning to me but actually not a very clear one. This course has shown me just how little I know of the various activities and in many instances what completely wrong impressions I have had. My sights for sometime have been pointed at a specific Division and to finally have the opportunity to listen to such an impressive group of experts has indeed been a fine experience. I feel what I have learned will be of assistance to me in any future position.

Of the subject matter covered in this portion of the course the DDS&T area seemed to me to be covered in a manner far superior to that of the DDI or the DDP. Even making allowances for the fact that the content in that area has a certain glamour, I still feel the DDS&T coverage made the greatest impact. Part of this is, I'm sure, the result of the personal interest of the DD concerned, and I am of the opinion that every effort should be made to get this same interest from the other DD's if at all possible.

As regards the DDP presentations, I feel that in general the speakers held back to an undue amount. Certainly, given this group more specific information and

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examples could have been used with little security risk. Also, there were great gaps left in the DDP coverage - the presence of which give a distorted view. The biggest of these gaps was FI. This large area of activity and importance was barely mentioned. Also dismissed with a whisper was [REDACTED] an area of 25X1A increasing importance for anyone having anything to do with the DDP

However, none of the above is meant to negate the first part of the course.

I think that both in concept and execution it was well worth every minute assigned to it. I especially agree with the idea of having this portion of the course at [REDACTED], Since I feel that much of the benefit could not be realized in a 25X1A Headquarters situation.

I would like to see more seminars or group sessions with senior officials on the order of those scheduled.

Overall I feel that most of the topics were of value. But would like to see CA Staff presentation balanced by an FI Staff presentation.

Since NSA has the largest slice of intelligence, money and personnel - would be interesting to see along with DIA representative an NSA representative.

More time should be given to the new Agency components and staffs - and less time given to the old line ones since most of that is repetition. It would be interesting to think along the lines of the continuing changing agency in terms of getting the word of these new functions down to the working level other than through formal OTR courses. In particular as new changes are made in the picture, if possible post graduate mid-career get together sessions with a responsible officer of the newly changed component briefing the group. This way one would get to know what the functions of, for example, Mr. Bross' group sooner. Then normal OTR training courses would again pull together this group under normal conditions.

As a general recommendation, I would like to see thought given in the organizational concept of the course along the lines of the chairman - or moderator - weaving together the various functions of the departments - showing the interrelations and how the cogs mesh - as the course progresses thru various stages as represented by the various speakers. This, in my opinion, would give to the student a vivid concept of the course and a thread of continuity throughout the course. I felt that on occasions this was attempted this time, but it did have its pit falls.

Mr. Bross' presentation was extremely informative. This being a new staff with a new function should have been given more time. The content was interesting and valuable and could have been more thoroughly explored, given the time to do so.

Dr. Wheelon's office; being new, was of interest and was given time so that many questions were answered. This is an example of what I mean by giving adequate time to new groups. The other hand, I realize that Mr. Bross does not have this large an organization and that his staff is limited.

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Much interest is carried on from the formal presentation to the informal seminar to the personal contact at the bar. This gives individual students a chance to circulate and informally discuss questions of a particular interest.

More planning in this regard should be done - that is, having an approach to the DDP and representatives of it be represented as was the DDS&T. The same for DDS. Then follow thru as particular lectures.

The schedule for DDS side allows for the broad base to be laid by the DDS and then other specialties be covered. An evening seminar would have been possible since most of the DDS officers were present.

Most important would be the organization of the DDP in a comprehensive and informative way.

I think it would be beneficial to this course to expand on the following subjects: (1) 1964-69 Agency Objectives, (2) Evaluation of National Intelligence Programs, (3) DIA. Each of these subject is interesting, pertinent and representative of the kinds of problems that we will be dealing with in the next 10 years.

Whether the presentations were good or not is relatively immaterial. Most of us who have reached this level already know the organization reasonably well. What we don't necessarily know are the top people; if they are scheduled to speak, every effort should be made to have them expose themselves rather than delegating the talk 25X1A to a subordinate. It is more important to me to hear James Angleton on CI,

[REDACTED], Richard Helms on the Clandestine Services than any of the substitutes. Obviously, our work requires a scheduling flexibility; nevertheless, I don't believe the DDP has come off very well in the general presentations. I believe it is important for the key personnel not only to schedule themselves but to show up.

One technique which I believe should be exploited is the panel approach used by DDS&T. If we had had a comparable evening with the DDP, DDI, and DDS we could have learned much (or been exposed) across the board in a short period of time.

25X1A I shall talk with [REDACTED] DD/CO, about his presentation. We could have used a lot more volume.

While I feel that the course as a whole was of great value, I believe that those topics dealing with the DDI and DDS&T were the most informative, as I knew the least about them and their functions. For interest I would give kudos to DDS&T panel and to the lecture on NPIC. I regret that the lecture on Counter Intelligence was not given as this is a subject I am completely unfamiliar with.

Having the first portion of the course at [REDACTED] was certainly an excellent idea, and I regret that circumstances were such that we could not complete the

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originally scheduled two weeks.

Overall, I would state that the lectures given at [REDACTED] were of incalculable value as they gave me a picture of the operation of the Agency as a unit and its relationship to other Intelligence Agencies and its impact and influence on policy.

25X1A

For me, the Course has been the highlight of my career with the Agency. The speakers were all well qualified to present their topics and subjects and all made a special effort to assist the students learn all phases of Agency functions, responsibilities, policies and developments. I believe with few exceptions that I was offered the opportunity to hear the Agency professionals, collectively, in nearly every phase - present the every day operation of the Agency. Because of the opportunity of being a student in this course, I feel that the most important thing that was gained was the knowledge that there is another world within the Agency, other than the office that I have been assigned to for the last 13 years. For many years, people were known by me, as that person with whom you had only talked with on the telephone. Through contact during the course, we are now "fraternity" brothers in the Bond. The sessions that we had together in this sabbatical environment, to discuss our mutual problems could not have been accomplished thru any other form of media, or activity. We should all feel like giants, having been offered this opportunity to sit back and listen to the wealth of information presented by the "pros", as the big picture was unfolded to us. We should all be more sympathetic to request in the support functions, because we have now been exposed to many of the sensitive activities within the Agency, and should realize the importance of support in such activities. Prior to attendance in the course, I thought the Agency was that area, surrounded by the four walls of my office. All I can say, that has not been said in the preceding Section A of the Critique, is my hat is off to all those that were responsible in presenting Midcareer Course No. 2, and I hope that the students that will follow will be offered the same opportunity that I have had. The highlights covered in the various presentations have now over shadowed all the confusion caused by the weather at the beginning of the course. I have only one complaint in the form of a suggestion. Please instruct the speakers to explain some of the abbreviations in the more universal unfamiliar areas that many of us have not been exposed such as CA, CI, and FI. These are areas that support people are not usually exposed and it would not be polite to interrupt some speakers, therefore the use of abbreviations has lost its meaning during the presentation period. A presentation by a staff member of the Central Cover Group would be of value to students, I feel.

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It is suggested that OTR make every effort to avoid accepting substitutes for Mr. Kirkpatrick's role - with his enthusiasm for this course, it seems unlikely that it will be necessary to have a substitute for him.

Since the training staff is available here at the base, it is suggested that consideration be given to including in the course a presentation similar to the one given by "Pop" on P.M.

Provide about three current intelligence briefings during the 6 week course.

Suggest that a presentation by the Inspector General be included in the course.

Evaluation by group: DDS&T - best; DDS - good; DDI - good; DDP - fair.

The discussions of DDI activities, missions and functions are, I feel, the most productive of the course thus far. Here is what CIS is all about; here is the focus of the inter-agency, intra-governmental contact, friction, success and failure. Of course, we do not rely exclusively on DDI, for we must first collect, then analyze, store, retrieve and disseminate. All the Deputy Directorates' disciplines are essential, perhaps in different degrees but nonetheless all contributing to the fulfillment of the mission. I do think an adequate amount of time was devoted to this topic.

I think I would have benefited by more thorough discussion of the DDP topics, techniques and organization.

In mid-career, I, a specialist if you will, am sure to become a better bet for the Agency's recovery of part of its investment in me by virtue of this course, with the opportunity to exchange views with other specialists, to become acquainted with my contemporaries in detail and outlook, to have a feel for the problems of the rest of the Agency, and really to see the big picture. The remainder of the course can serve only to intensify my appreciation and hopefully to further the contribution I may make in the long haul.

Critically, the material could be presented in somewhat less time than has been devoted to it generally. But on the other hand, I cannot help but appreciate the extra time to assimilate that to which I am exposed in formal presentations during the intervening periods of informal give and take. On the whole, I think the scheduling is good.

Further, I note the absence of material on Senior War Planners, their relationships with the COS's, Ambassadors, Defense and MAA&G representatives. Also, it might be of value to discuss CIA's role in hot or formal war situations.

1. Why was the FI Staff omitted as a part of the DDP presentation? CA was discussed but I believe an hour on the FI Staff would be worthwhile especially since it is one of the main contact points between DDP and DDI. With the new

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emphasis on intelligence reporting the subject of Source Authentication could be a lively topic for a student group of this type. Ditto for Intelligence Exchange, Liaison, Services and penetrations of Liaison Services. Practically nothing (on the DDP side) has been said about the classic agent espionage operations.

2. The lack of a DDP/CI talk was - in a way - an insult to the class, certainly this group deserves to hear something regarding our enemy's intelligence services, their capabilities. We give the JOT's plenty of this - why not the Agency's midcareer officers?

3. I believe OTR deserves at least one hour in this course, after all OTR is at least partially responsible for the Midcareer Course and certainly the JOT program deserves some comment!!

In November 1963, I took the Intelligence Review Course which covered somewhat a major part of the subject matter thus far given. Also, the speakers in cases are the same. Although, there has been duplication of subject matter, I feel that I have gained additional knowledge. In general, I think the course gave adequate coverage in the scheduled time. I think some lecturers gave out more information than others. Because I have a limited knowledge on most subject matter, I think the speaker on CS told less about CS activities.

With an emphasis on economizing and each speaker making reference to the matter, I feel that a lecture by the I.G. on "Responsibilities of Audit and Inspection Staffs" would be appropriate and informative to midcareer students.

DDS&T

Some comments under this category have been included in the section (A) above. However, they will be repeated here for emphasis in addition to other comments which I feel are needed. (1) The emphasis within the DDP presentation seemed to be off balance. FI received very little attention and to me the most important division, "D", was not even mentioned. Because of its close association with NSA and its control of SIGINT activities within DDP and influence on these matters within the whole Agency, FI/D should be covered. (2) The CA aspects of the DDP presentation 5X1A was overdone by the [redacted] presentation on [redacted] 25X1A 25X1A This seems redundant in view of [redacted] talk also on this field.

(3) I believe the National Security Agency should make a presentation as did DIA, since NSA furnishes probably the single most important body of intelligence data available to CIA. This will require clearances on the SI level, but it was stated that these were given for the duration of the course. (4) There was no mention of the Agency IG and its function in life or effect on the Agency. This might

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be put into the program in lieu of one of the OCI presentations. (5) As one from DDS&T, formerly DDI, the lectures covering the mysteries of the DDP were the most immediately beneficial; however, those covering the national aspects were probably of more long-range value. (6) The [redacted] of Saturday, 18 January, was a very interesting and well presented field. It was a pleasant change of pace and offered a good insight into [redacted] Agency operations. This should be kept a part of the curriculum. (7) A problem which seems to arise in most groups of this nature is the presence of certain individuals, who by the nature of their personalities or whatever, persist in asking inane, pointless questions on any and all subjects. This Course is no different. These individuals are known to all the members except themselves apparently. There seems to be no solution; this is offered as an observation.

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25X1A In order of impact on the class: 1. DDS&T (Wheelon and Co.), 2. NPIC (Lundahl),
3. [redacted] 4. DDS. In order of importance to me: 1. DDS, 2. [redacted]. 25X1A

In order to enhance the value of the DDS&T and NPIC presentations, raise clearance level to TKH.

No constructive discussion of NSA, FI/D, OEL, DD/S&T, [redacted] or OSA can take place without SI and TKH clearance. DDP finished dead last!

25X1A

Mostly, I have nothing but kudos for the course thus far. There have been a few poor speakers and/or presentations, but this is to be expected. I think the staff has done a fine job in organizing the course and finding good speakers. I have heard some of these gentlemen speak before, but never in a more candid manner or have I ever heard them give the same kind of pitch given here. Either they believe in the midcareer idea, or coming down to [redacted] affects the kind of talk given. I am not a question asker, but I found the question/answer periods very interesting and frank. Perhaps this part of the course could even be lengthened.

25X1A

I understand from some of my DDP friends that they thought DDP was not well enough or quite properly represented. Not knowing DDP, I found this not to be apparently so. As stated earlier, I would like to hear more about DDP field operations and CA activities.

Being from the non DDP side of the house, I can't understand why ORR wasn't represented; one of the more important offices in the Agency.

I think the course suffers a little by the fact that everyone doesn't have SI and TKH clearances.

More, well organized seminars might also be useful.

Administration - except for the clothing problem, I think everyone did a fine job.

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C. Comments on Administrative Detail

DDI

The OTR personnel associated with this program should be highly commended on the manner in which they have arranged this Midcareer Course schedule and the high degree of competency they have shown during this first phase. In addition, the base arrangements, additional services and most important their patience with the students is greatly appreciated.

A few minor administrative comments - (1) Class seating - the "U" arrangement was sort of uncomfortable after several hours. It leaves much to be desired for those on the sides, with rubber necking, cranning and general poor view of the speaker accounted to an uncomfortable arrangement. This "U" arrangement is comfortable to only those seated at the base of the "U". This arrangement made it difficult to see the speaker and his graphics. A straight row arrangement would probably be best suited for such a large group. (2) Transportation - Some arrangement should be made for transportation at least between the mess hall and the club, probably four times daily at set hours. (3) Name tags - It would be helpful to have the students' homw organization on the badge in addition to his name.

(Monday night - Events announced today only reinforces what I said in the second paragraph below.)

Food and quarters: excellent (food almost too good from a weight control point of view).

I was particularly impressed with how quickly something was done Tuesday about the temperature in the classroom, esp. near the windows. Our office has been complaining about an identical situation in the new building for over two years without much improvement.

25X1A As an old Retreat League member I can appreciate the philosophy behind coming here to [REDACTED] for this portion of the program. I'm sure in future years it will work beautifully in Spring and Fall classes. But, considering how easily the transportation system in the Washington area can get completely screwed up in winter, don't you think that it would be more prudent to schedule future January classes at someplace more accessible to both students and guest speakers? Nothing could have been done Monday that wasn't - it was no one's fault under the present arrangement. But the advantages of [REDACTED] seem to me to be outweighed by 25X1A the chance that large chunks of interesting material might be eliminated in future classes in case of foul up! In the Broyhill Bldg., at least, substitute last minute speakers might be added if someone is called to [REDACTED] etc. And it might 25X1A add years to [REDACTED] s life. 25X1A

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In all respects earned an "A Plus" from me.

The staff has made an almost unbelievabe try at administering a course under the most adverse conditions. The classroom temperatures have been less than ideal. The weather has been fickle. The guest lecturers have been erratic. The security problems multitudinous. May I never face this situation. The question pops into my feeble mind as to whether the Broyhill Hotel would have been better. My warmest regards to all who took care of all minor wants.

25X1A

(1) The initial (9 January) meeting of the group should have been devoted only to administrative details connected with the security of [REDACTED] 25X1A [REDACTED] and such matters as car pooling. The OTR introductions could have been saved for the opening morning at [REDACTED] and much of the other travel information could have been provided in writing. Thus, the Hqs. briefing could have been 25X1A cut to 15 or 20 minutes -- a valuable time saver for 30 people.

(2) Is it really useful for us to spend almost two weeks down here? I understand some of the alleged advantages, but I wonder if almost the same result might not be obtained by: (a) Cutting the [REDACTED] period to 7 days; or (b) Transferring 25X1A the activity to the Broyhill Bldg. I think that the Agency segment of the course could easily be compressed to a Mon-Sat period -- arrive here Sunday night and leave Saturday late afternoon. If the course were held at Hqs, we would be spared the uncertainties of weather/plane schedules and the inconveniences of living on the post. In view of our difficulties producing speakers on time, if for nothing else, the concept of an [REDACTED] Tour for Midcareerists might be reexamined. 25X1A

(3) Can we set up two per-capita rates for the bar bill: One for drinkers and one for beer/coke boys -- perhaps 70% - 30% break in charges? I've heard this same suggestion from at least 4 other guys!

Recommend a better introduction of each student at the beginning of the course to break the ice, possibly by having each student give a brief description of his Agency experience.

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adequate preparation, which this time was not done. I'm sure it will be done better next time.

DDP

No particular comments. Believe all happenings (late arrival at [REDACTED] 25X1A cancellation of speakers, change of program) were not fault of poor planning on the part of the administrators but mostly the result of unpredictable weather elements. 25X1A

Recommend the first two weeks of the course continue to be held at [REDACTED]

1. Quarters: Excellent and comfortable - no complaints whatsoever - a far cry from the rugged days of 1957!

2. Food: Delicious and well served. The bartender also deserved high commendation for his geniality.

3. Transportation: Well, we tried!

In summary, I would say that all concerned did their best under rather hectic and uncertain conditions.

Finally, I would recommend that every effort be made to screen the several lecturers to insure that they emphasize the essentials of management - this course is much too important to be (as it was in some instances) simply a reviewala BOC of facts on missions and functions which should be known to most GS-13s. Inter-relationships and problems, and methodology of operations (whatever the element) should be the key notes.

This class seemed to be followed by an ill wind from the scheduled date of departure to the present when we are forced to depart from [REDACTED] ahead of 25X1A schedule. Since these difficulties were not foreseen and caused innumerable problems nobody can be justly criticized for the difficulties encountered. I might suggest, however, that due to the difficulties experienced in this course some thought be given to holding the entire course in the Headquarters area for two reasons: first, conceivably all students could start the course on time regardless of weather; and secondly, guest speakers might be more readily available since they would not have to spend as much time away from their primary duties.

Housing and meals at [REDACTED] were most satisfactory and could not be improved upon. 25X1A

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Every speakers' notes fell off the lectern....well, several, at least.

I think that arrangements were generally satisfactory. I think that the two movies were timely - we were getting a little jaded and needed the distraction.

None, except A for effort.

The Administrative Staff deserves commendation for a splendid job in organizing the course, logistics from classroom reading materials to living quarters, and above all for flexibility and quick adaptation in keeping things going in the face of adversity such as the weather and missing speakers.

I observed no real problems. Minor irritations over clothing and transportation on opening day were taken in good and humorous spirits by the group and duly noted by the Administrative Staff for future reference.

I fully endorse the concept of getting away from Headquarters for this portion of the course. It promotes attention to work, developing closer relationships with colleagues, and even the informal and casual exchange of views and anecdotes around the "bar" serve a useful purpose.

For preparatory reading, my personal preference is to receive it in advance for reading and study -- it being difficult to do so in snatches once the course is underway.

1. I feel that the staff responsible for the conduct of the course and for handling our administrative support did as effective a job as was possible under the many difficult circumstances with which they were faced.

2. From the Administrative point of view I would like to offer the following suggestions: (a) A more equitable arrangement should be worked out with respect to payment for drinks. I feel it is wrong to ask nondrinkers to pay a full share. I suggest that a check-off list be established and everyone pay according to what they consume. An assessment can be made to cover the expenses of the visitors. (b) As an introduction each member of the class should be asked to make a brief statement covering his present job, work experience and background. This would be most helpful in getting us off to a good start. (c) If possible, advance reading assignments should be made available to the candidates at an early date to afford them an opportunity to complete the reading before beginning the first phase of the course.

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As in any undertaking of this nature and size the anticipation of all potential administrative problems is impossible. The bad moments are recognized and regretted by everyone and post mortem solutions are useless. Personally, I feel the early mishaps help the course in so far as they allowed for the expression of good humor joking between staff and student.

On what I hope will be constructive criticism I would like to offer the following comments: (1) Be better assured of the car-pool arrangements. (2) Fix the rostrum - too many papers and pencils fall off. (3) Develop a more equitable division of the bar bill so those that who do not drink at all are not penalized by having to share a heavy load as a result of the consumption of the others. I feel I can make this observation since I'm not one of those persons penalized.

DDS

I don't know of many administrative problems this group could have had that we didn't experience. In my opinion, however, this was through no fault of the Administrative Staff whatsoever. In my particular case I feel they have been available and have helped when ever needed. The only unfortunate aspect was the part we missed on the first day. No complaints regarding accommodation, meals, class space or free time.

25X1A With one exception, I have no administrative criticism. The exception is that of initial transportation to [REDACTED] It would seem to me that there should be standing administrative procedures to substitute bus for air transport - especially at this time of the year. I feel that because of the lack of such arrangements half the class lost a day that they need not have. Granted, we had a rather unusual snow storm. However, fog could have done the same thing.

Excellent - provided next time they control the weather conditions so that the kick-off can take place as scheduled. Station facilities - Excellent. Could suggest reading lamps in BOQ so that individuals can read without disturbing roommate.

The DCI area was good - but do think we should have more of them - for example, the IG functions.

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As a whole, and considering the dislocations caused by weather, I think the administration was well handled. I think that publication of a sheet of instructions regarding meal hours, laundry service, how to make a long distance 25X1A call and other pertinent data be given to the students at [REDACTED] would be helpful.

The panel was excellent - too good, I fear - and my thanks to Colonel Baird,

[REDACTED] and staff for a job well done.

25X1A

I feel that it would be helpful to future students if the office of assignment were printed on the name plate and lapel badge, so that in the early phases of the course, each will know of the other's office of assignment.

Otherwise, my personal appreciation for the fine support rendered during my stay at the Country Club. You should all be commended in performing your services during a difficult period. I know your job was not performed with ease nor without frustrations at times.

My deep appreciation for a JOB WELL DONE.

Insist that speakers with soft voice use "mike." Otherwise, my personal thanks to all in this area of operations for a job well done.

A difficult task was well done by the chairman and his staff. The transportation to the site was confusing, but no criticism pertains.

The quarters, meals and other on-site arrangements were adequate, in fact, very good. I do think a shuttle service, or even fixed-time bus stops would be better in providing transportation, unless more POA's are brought.

I suggest a chit-book system for the "snack bar", where each then may pay as he goes, perhaps in \$1, \$5, and \$10 denominations with 5¢, 10¢, 25¢, 50¢ chits.

1. "The mind can absorb no more than the seat can endure". Two hours in

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the chairs listening to the CA presentation was too much, too long between sketches. Suggest at least a 10 minute break each hour.

2. Sport clothes vs. shirt, tie and jacket. Considering the level of the speakers (and the students-GS-13 and 14) I suggest the sport clothes be forgotten - everyone should wear a jacket and tie.

3. The classroom was simply too hot!!!

4. More time should be scheduled for informal seminars - with this group it is not mandatory to have a staff (OTR) man direct the conversation - it will naturally generate.

DDS&T

Some of these comments may seem trivial on their face and perhaps they are, but all the little things go toward making a course suchas this a success or failure. Perhaps some of these items have been considered and discarded for good reason; if so, fine. Otherwise, I think there are some valid points here. (1) There is no excuse for the confusion and misunderstanding existing on the proper dress for the course. We were told at the general briefing that informal dress would be the rule, with a shirt and tie being reserved for receptions. After following this advice, upon arrival at [REDACTED] students were greeted with the deathless phrase "If Mr. Helms can wear a shirt and tie, so can you." This is fine except 25X1A when students only had 1 or 2 shirts with them. (2) This leads to the second criticism; the course is over-administered, and the administrators are not apparently talking to each other. And in one critical area there is a lack of administration. This concerns the fact that there is no [REDACTED] OTR resident assigned full time to 25X1A 25X1A the course for its stay at [REDACTED]. The Headquarters administrators seem to have sufficient trouble without being burdened with this one. (3) A follow-on to this states that there is considerable doubt among the students as to the value of having the course at [REDACTED]. Even after a week the "clubby" atmosphere 25X1A begins to fall and people want out. The inconvenience posed by the location can be easily discerned in the failures of speakers to appear because of inclement weather or personal inclination, plus the day late arrival of the bulk of the students. This whole problem should be reexamined. (4) A very important point which needs reiteration is that during the general briefing we were informed that all "students had all clearances" and that they all had a "need to know." Well, this was patently not so. For the duration of the course students should have SI, TKH clearances and all speakers should understand this and utilize this in their discussions. Whether the speakers discuss substantive data or just the place of their component and its data base, exploration of these areas is necessary for a complete picture. If this course has the topside support it is aledged to have, granting these clearances on an interim basis should be no problem. (5) As a means of ease of local

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communication, it is suggested that the student name tags and desk name plaques have their component on them. Also, the students room assignments in the barracks should be readily available in the barracks so that the students can know where individuals live without knocking on numerous doors. The security problem could possibly be handled by the use of initials or some such device.

(6) The incoming mail service to date has been nonexistent. I know for a fact that letters have been mailed to me via the designated box in D.C. as of last Wednesday (15 January) and as of 20 January still no mail. Hopefully, there will be mail on the 20 January airplane. The point is, that if mail service is going to be so bad, incoming mail should not even be mentioned. Conversely, outgoing mail deliveries to the Washington area have been very good, being delivered one day after being posted in [REDACTED] (This problem was relieved on 20 January).

25X1A

Part I. Section B
MANAGEMENT

Critique of Management Phase

1. There seems to be general agreement that the Management Phase of Midcareer Course No. 2 is much better than that given during the first course.
2. On the theory that the Midcareer Course is intended to give one a broad view or an introduction to all the problems involved in the broad view, about three days is probably adequate. Actual "instruction" or fuller treatments of management or of any phase of the course, e.g., Communist China or the Role of Underdeveloped Countries, should be given separately and more intensively. It is felt that the present quality and quantity of treatment is about right.
3. On detail, there was general reaction that [REDACTED] should be dropped, some hesitation on [REDACTED], and a strong feeling that [REDACTED] and the Management Grid approach should be retained and indeed lengthened.
25X1A 25X1A
4. The individual student evaluations of this phase of the course are in general agreement on these points.

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Part II
THE GOVERNMENT

SECRET

Summary of Critiques
Midcareer Course #2
Part II. The U.S. and Its Government

1. The following speakers were rated as excellent or above average by a majority of the students:

25X1A	<u>Speaker</u>	<u>Topic</u>
	[REDACTED]	Social Implications of Scientific Progress International Economic Problems Goals of U.S. Foreign Policy Economics and Public Policy The Federal Budget Process Government in a Free Society The Executive Office and the Presidential Staff The Communications Media Challenges and Opportunities for the United States Formulation and Administration of Foreign Policy Domestic Population Problems The United States in World Affairs
25X1A	Robert Amory	[REDACTED]

2. The following were rated average (good by some - poor by others):

25X1A	<u>Speaker</u>	<u>Topic</u>
	[REDACTED]	The American Constitutional System International Population Problems Domestic Problems Economic Development and World Stability

3. The following were rated as being of little or no value:

25X1A	<u>Speaker</u>	<u>Topic</u>
	[REDACTED]	Legislative - Executive Relations in Policy Formulation U.S. Information Programs Scientists in Policy and Decision Making Political Dynamics

SECRET

SOURCE

4. The following were listed as the main achievements of this phase of the Course by the various students:

DDI Comments

(1) My job requires that I be familiar with the latest thinking of the university Sovietologists, so I did not look for any novel insights into the job problems I face every day. By the same token, given my reading bent, I did not look for anything particularly new in the general area of international relations. But I did anticipate a look-see at Brookings' current approach to major domestic problems -- something I must confess often eludes me in perusing the APSR and other journals. Several speakers lived up to my expectations; two or three were way below par. One of my classmates, a man who has spent 8 of the last 11 years abroad, has a considerably higher over-all opinion of the two weeks than I -- largely because he thinks that Brookings went a long way toward filling the gap left by those 8 years. He may be a better judge than I.

(2) Furnish time and ammunition for thinking on some basic matters we had no time for in our specializing.

(3) Through focusing attention on major problems, highlighted the requirements and need for action of our age.

(4) Mental exercisers, brain stretching and mutual "confrontation" were the ac^rements.

(5) Mental stimulation and broadened horizons.

(6) Provided me with a unique opportunity to hear and consider important facts, ideas, and perspectives from which I have been isolated by foreign assignment, daily pressures, and sloth.

(7) For me, a re-awakening of interest in broad problems and subjects that have been dormant because of the restrictive nature of my work.

(8) A better appreciation for the officials and the atmosphere in which decisions are reached. A new and broader appreciation for the mechanics of Government.

DDP Comments

(1) Gave a good overall picture of Governmental actions.

(2) It brought many of us closer to problems which we generally ignore under the pressure of daily work.

(3) Allowed us to think over the main problems facing the government today in an atmosphere that provoked open expression of opinions which helped us in some cases to formulate new opinions on various problems or at least to recognize the various ramifications of these problems in a broader perspective.

(4) Various biases and prejudices exposed to new light, resulting in a better understanding of the give-and-take of policy making.

(5) The main achievements of this Conference are rather hard to describe. I think that they include a better understanding of scientific, political and economic history, reenforced feelings concerning certain other Government departments (to be candid) and perhaps most of all an increased awareness of the critical nature of governmental decisions in the immediate years ahead. The reading required of the course had an important role in the understanding of history although the dynamic qualities of the three or four listed speakers played the more important role in that understanding. The speakers, both poor and adequate as well as good, all played roles in impressing me with the crises in areas of the world and fields of human activity other than my own.

(6) A broader understanding of the interplay between governmental components and between government and social problems of the day.

(7) Stimulation of thought.

(8) It afforded me an opportunity to think and to engage in an exchange of views with the pro's in the respective fields.

(9) It brought into focus the massive and complex problems facing the U.S. and keenly pointed up the need for interplay among the various agencies in order to effect a responsible U.S. posture in relation to these problems.

DDS Comments

(1) It was a complete success, I believe, in my particular case. I've grown to accept such things as our constitutional system, population trends, the federal budget and the like without really asking why. I feel I now have a much better appreciation and understanding of these and the various other subjects discussed as well as receiving a good solid boost to improve my self study habits.

(2) Stimulate thoughts.

(3) Getting a fresh point of view on many subjects of common concern.

(4) It presented, from the views of the speakers, a rather comprehensive review of the problems facing the U.S.

- (5) As the "Foreword" stated - an opportunity to "pause and take stock" in a semi-academic atmosphere.
- (6) Stimulate thought.
- (7) Background: broadening and deepening my insights. Empathy: identification with problems of other government agencies.
- (8) Its capacity to stimulate thinking and reflection on the various aspects of U.S. government and its workings.

O/DCI Comment

To broaden the understanding of policy making and administration and how this impact effects social and economic development.

DDS&T Comments

- (1) Got appreciation of fellow conferee's points of view; and was brought up to date on the current world around.
- (2) A sabbatical in which there is time to consider non-parochial problems.
- (3) In general, the expectations were adequately fulfilled.

5. Additional notes and comments brought out the following points:

- a. The use of Brookings personnel as commentators was of little or no value and should be discontinued. It tended to detract from what the main speaker has to say.
- b. A union labor leader should be added to the roster of speakers.
- c. Class should be broken down into small groups occasionally for review discussions.

Part III
WORLD AFFAIRS

MIDCAREER COURSE NO. 2

PART III. WORLD AFFAIRS

Summary of Critiques

This final phase of the Course was well received by a great majority of the students; fourteen of them felt this was the most valuable and broadening part of the Course.

By and large the most enthusiastic reception was given to the Government officials, i.e., the "practitioners" of foreign policy. On the other hand such university professors as [REDACTED] provided a refreshing and knowledgeable approach to the subjects they covered.

25X1A

The inclusion of field trips, particularly the S.A.C. visit, was felt to be not only worthwhile from the standpoint of gaining valuable information, but also because it provided a highly desirable break from the lecture routine.

The following summary statements reflect the student reaction to each of the lectures or briefings presented in this phase of the Course.

1. Peter Solbert - "Problems of National Security"

The general reaction to this presentation was only moderately favorable, not because of the unimportance of the subject, but because Mr. Solbert was too new to the job. ISA coverage is important, but should be covered by a more experienced officer, preferably [REDACTED]

25X1A

2. William B. Connell - "Command and Control in the State Department"

Generally unfavorable reaction because of the canned nature of the briefing, and too much time devoted to the techniques of running the Operations Center. More on higher level planning and decision making within the Department would be desirable.

3. Visit to National Military Command Center

About half the group found this trip to be of value; the rest had some

doubts. Seeing the "hot line" setup was interesting, but the rest of the briefing might have been covered as well in our own classroom.

25X1A 4. [REDACTED] - "American Problems in Understanding Foreign Cultures"

25X1A Generally enthusiastic response to [REDACTED] presentation. Several missed his morning remarks because of a snowstorm and were unable to comment fully. This is a subject area new to most students, and they appreciated its significance as well as the caliber and reputation of the man who was discussing it.

25X1A 5. [REDACTED] - "The Role of Finance in Implementing U. S. Government Policy"

25X1A [REDACTED] made a lucid, informative, and interesting presentation on what could have been a dull topic. Most students were pleasantly surprised and felt that here was an important subject, little known, but made understandable by a highly qualified speaker.

6. NASA Briefing

The value of this briefing was measured by how much the individual already knew about NASA and its programs. It appeared to be of most interest and value to the DDS students.

25X1A 7. [REDACTED] - "Problems of Latin America"

25X1A Total reaction was on the positive side; however, many felt that [REDACTED] presentation was somewhat perfunctory and that more time was needed for this subject. There was general agreement nevertheless of having the policy maker from this or any area over to present the Administration's point of view.

25X1A 8. [REDACTED] - "Developments in Africa"

25X1A [REDACTED] received a better reception than [REDACTED] partly because of his personality and partly because he appeared to be more knowledgeable of his area and more frank in his appraisal of the situation. 25X1A

25X1A 9. [REDACTED] - "Viet Nam as a Representative of Conflicts to Come"

This could be considered the high point of the Course for a large number of the students as a result of analyzing their remarks. A thoughtful, thorough, penetrating and realistic analysis of the situation in Viet Nam, presented in a tremendously effective manner.

25X1A

10. [REDACTED] - "The Effect of Sino-Soviet Relations on Other Communist Countries"

Generally considered an illuminating talk by a former Communist who is well versed in the ideological and political problems involved. Those few who were in the minority felt that a little too much detail about party structure was included.

25X1A

11. [REDACTED] - "The Middle East"

25X1A

Only moderate approval of this lecture, possibly due in part to the fact that he appeared on the program shortly after two "practitioners" of foreign policy like [REDACTED] Some feeling that although the speaker was knowledgeable, he was too academic and too far removed from policy making.

12. Helmut Sonnenfeldt - "Soviet Foreign Policy"

Reaction generally on the plus side. There was a feeling that the value of this presentation came primarily in learning the State Department's point of view toward Soviet foreign policy. There was, however, some sentiment that a higher level speaker at the policy level could have done a more effective job.

13. Visit to S.A.C.

There was universal acclaim as to the value of the visit to the Atlas Missile Site -- a real eye-opener. Aside from a few who had dealt directly with S.A.C. over the past few years, most also felt that the first day's program was well worth the trip, particularly General Smith's briefing. The briefings on the computer operation and the Minicard were of marginal value.

25X1A

14. [REDACTED] - "Chicom Foreign Policy in Historical Perspective"

25X1A

[REDACTED] was considered by the majority to be the best of the non-Government speakers. He spoke with knowledge, enthusiasm and clarity.

15. Congressman Bennett - "Congressional Relations with CIA"

This addition to the program turned out to be most successful. Although many of the students were perhaps somewhat alarmed at Congressional attitudes toward the Agency, they nevertheless realized the value of learning

about the image and weaknesses of the Agency as seen through Congressional eyes.

25X1A 16. [REDACTED] - "U.S. Government Activities in International Organizations"

25X1A [REDACTED] talk was considered most informative. A well organized and positive interpretation of U.S. role in International Organizations.

FINAL CRITIQUES

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Final Critique

Midcareer Course #2

DDI Comments

This course was - to repeat some of the adjectives that I have used extensively in the various critiques I have presented for this course - informative, illuminating, candid, enlightening, stimulating, motivating, exciting and provocative.

The program was well planned and the selection of speakers was excellent. The course certainly exceeded all of my expectations and it has definitely met its objectives.

The high position and the tremendous amount of experience of the speakers has certainly added greatly to the interest generated throughout the Course. I certainly am honored and I feel most fortunate to have heard these men speak on their areas of specialty. In addition, I certainly feel more confident that the problems facing the nation are being solved by many very competent and dedicated individuals.

The opportunity to meet and mingle with the students, who represent the many components of the Agency, provided a tremendous occasion to discuss problems and recommend solutions to numerous misunderstandings that have persisted over long periods. The many informal discussions carried on by the students during this six week period certainly has led to a greater appreciation of the inward working parts of the Agency. This I am sure will prevail and lead to a better operating Agency in the future. The problems that have existed over requirements and certain completed products should show some signs of improvement through this contact and it certainly should produce a better understanding. To know and appreciate each other's problems is a very important factor.

Course has been both flattering and challenging -- flattering by having been considered eligible or suitable for participating in what has been a high-level briefing (not training) program by recognized authorities and prominent public figures, and challenging because of the high and broad intellectual content of the program. These reactions are reinforced by the realization that the Agency made a great effort to set the tone of the program at a very high level by such arrangement as conducting part of 25X1A the Course at [REDACTED] and more striking - by arranging the visit to SAC in Omaha. Although these represent intangibles, they added much to the atmosphere (if not always the content) of the Course.

Speaking personally, I found the course very worthwhile, and certainly am happy that I was allowed to attend.

I did notice one strange thing. It seemed to me that there was no real agreement on exactly what this course was and what exactly it was supposed to do. Not that this is a course in search of a reason, but I felt that many of the Agency speakers did not feel the same way about the course as Mr. Baird or Mr. McCone did in their introductory remarks (of last Oct.), nor that there was even a clear understanding of the purposes of the course amongst the Office of Training people.

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I felt that this was an opportunity for me to get my nose out of the specialized job I do, to look about me, reorient myself, see where I fitted into the big picture - as an Agency man, a government employee, and an American - and to think about it. But I didn't find agreement on this even among my classmates in our bull sessions (and there was plenty of discussion on this subject over drinks).

However, irrespective of the lack of agreement on purposes I found the course rewarding. Some of the edges on the course will be smoothed out, the better speakers sorted out, minor changes made, but I don't think the basic idea will need much improvement - there were a lot of lessons learned from the course.

As a postscript I'd like to add what probably every other person has said - that being able to mix with my peers from all parts of the Agency and hear their problems too has been one of the most valuable aspects of the Course.

25X1A My whole-hearted congratulations to [REDACTED] and staff for providing a well-balanced course - Gov't., World Affairs, Agency. It was indeed a privilege to attend and I hope to return to the OTR for any follow-up provided. I would like to recommend more variety to the day-to-day routine. Group or individual participation should be mandatory from time to time. A visit to the United Nations might break up the Brookings routine. I would like to see the "all source" principle applied prior to the "Agency" section or something close to it. I felt that the Brookings presentation was nothing unusual that could not have been organized and presented by OTR. I would like to suggest a half day or whole day be made free halfway thru the Course for personal affairs to be compensated by 2 half day Saturdays or one Saturday session. I am sure that I have "broadened" from this experience and that my division should benefit from my association with my fellow students, academicians, government analysts and lecturers. I will make that endeavor. My personal thanks to the staff for the fine job in taking care of the multitudinous administrative details.

How about a 32-cup coffee maker for Brophy for class use? Would save much time for the group. I found the bulk of the course valuable and interesting. I am glad that I had the chance to participate and I would recommend that others in my office have that opportunity. I would prefer more 10-man seminars sprinkled around here and there to break up the lecture confine. The seminar groups should be selected carefully, (not at random) on the basis of background.

In the absence of a similar opportunity for study and reflection by more senior personnel, I believe the Agency would be better served if this course were aimed at the GS-14 and GS-15 levels. I also think each member of the class should be required to make a short presentation on his own activity - for the information of others to stimulate examination and discussion. I agree with suggestions that the course be organized for examination of problems first and then a survey of how the Agency is coping with them. As I have already noted above, I think more emphasis might well be placed on U.S. policy and policy makers. The same is true with regard to Agency policy and policy makers. I am disappointed that I have not had an opportunity to see or hear the Director.

-3-

I would suggest, unphilosophically, that "seminars", possibly at the end of each 2 week session, would be useful and certainly one at the end. Maybe the last day. And coupled with this, a true all-source discussion throughout. Some rather interesting after-hours discussions loaded with misconceptions were overheard. Also, more discussion, less question/answer. Almost every speaker opened a discussion period and most of them answered questions only, with no discussion.

DDP Comments

First, I wish to express my appreciation for having been permitted to participate in this Course which I am sure has broadened my understanding and perspective. Generally, it has been well organized with a high quality of speakers. One of the most rewarding features of the Course was the opportunity to meet and develop associations with a fine group of individuals, representing a wide spectrum of talents and responsibilities.

I would suggest that the area review precede that phase of the Course dealing with specific government activities - in other words, progress from the general to the specific.

The Course in large measure accomplished its primary purpose of broadening our understanding and, undoubtedly, at this point in our career development this is a valid objective. We must all continue to learn more about the nation and world in which we live. General Carter's fine presentation banished any misimpressions I have expressed on this page. It was a reassuring and inspired address. Of course, this was not the fundamental idea behind the Course, which was designed to broaden our knowledge. I hasten to add that this comment is not intended as criticism of the basic philosophy of the Course - that of education and a broadened understanding. What I have said simply suggests the need for a close correlation between learning (in the Midcareer Course) and other phases of career planning. I would submit that the further career plans of individuals who have been regarded as qualified to participate in the Course be so designed and administered as to enable these individuals to be selected for those Agency positions in which they may make their maximum contribution. Unless this is done, much of the cost and effort which is entailed in a Course such as this will eventually be lost, although the individual himself will have personally benefitted. The point I am awkwardly trying to make is that follow-up steps must be taken which will insure ultimate benefit to the Agency thru careful qualifications review and assignment.

When one waxes philosophic, one necessarily does so in the subjective. I found a surprisingly high proportion of the several Course lectures directly pertinent to my particular line of endeavor - and, accordingly, derived immediate personal benefit. Several gave me deeper insight into the problem area with which I deal and provided a useful framework for intensified action. Others reawakened me to the society around

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us and made me more conscious of my responsibility to help solve the social and human problems which this country faces.

In summary, this has been a well conceived, provocative, and valuable course. I am sure that my rather voluminous notes will serve as food for thought and as useful references for many days ahead.

This course far surpassed any other training I ever received in the Agency. I feel that it greatly broadened both my professional and my personal outlook on national and international events. It stimulated my interests in subjects outside my professional sphere and gave me a better perspective as to just where CIA fits into the workings of the U.S. Government. In addition, it gave me insight into the thinking of members of other components of the Agency through a six-week association with classmates from those components. This latter in many respects was perhaps the most important thing I gained from the course.

Outside of specific criticisms noted elsewhere in my critiques I have only one general suggestion. I would schedule the Agency portion of the course as the last two weeks since I feel that by so doing the class would have a better background for full discussion with Agency senior officials on the CIA approach to various problems.

25X1A

[REDACTED] George and Larry: Thanks very much for the service rendered.

Agency portion: I think this portion was too much component oriented. I would make it almost entirely problem oriented. Some examples of problems: (a) Sharpening CS collection requirements. (b) CA vs. FI. (c) Small overseas posts. (d) DD/I view of DDP and vice versa. (e) Career planning in the DD/P. (f) The "star" system of promotion. (g) Organization by area vs by categories in DD/P.

As a germ of an idea, i.e., "Foreign Affairs," I would structure it differently, e.g. as a three-body problem. The basic part would be the background and general relationships between U.S., USSR, and China. Then, with this as a backdrop, create a many-bodied picture by sticking on the various problem areas or trouble spots.

Are there any general ~~and general~~ over-all philosophic statements on the Course which I wish to make? Without exaggerating or rhapsodizing, I can only applaud the intentions of the Course and the way in which it has been carried out. In retrospect, almost all of the principal problems of Agency work were introduced and a brief introductory visit was made to the majority of the policy centers in the U.S. Government. Since the purpose of the course was to make participants aware of the problems and functions rather than to explore and resolve them, it assuredly achieved its goal, at least in the case of the writer.

I do not see how my effectiveness as an Agency officer can fail to have been favorably influenced by exposure to the Course. The dull spots were rare; moments of keen insight and high stimulation were frequent. The intellectual momentum, however, must be maintained if the Course is to have a truly lasting effect; and for this, the practical realization of the Midcareer Program will be essential.

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A considerable benefit of the Course derives from the very fact of its existence alone without even reference to the specifics of content. It serves to identify the individual more meaningfully in his own mind with the broader totality of the organization itself not to mention the government as a whole. Whereas benefits in terms of immediate job application may not be readily discernible, the course cannot help but broaden the individual's perspective through new experiences and personal associations. As a specific point of reference in time (in one's career) it provides a needed target for future generations of Agency personnel and a refurbished morale, esprit, motivation and intellectual vista for those who have attained it.

Given the stated objectives of the Course and the time allotted to it, the substance and techniques have obviously been well conceived. Qualitatively, improvement will come in the process of selection and availability of effective speakers rather than radical changes in approaches or contents. The only rearrangement I would suggest would be to commence the course with Phase II or III, working from the general, philosophic, and theoretical (including the management portion of Phase I) and to culminate with Phase I.

Phases II and III would thereby provide a new and useful framework in which the students could consider and measure more effectively the specifics of Agency organization and problems presented in Phase I.

In techniques, the "square" or round table arrangement at the [redacted] post 25X1A and at Brookings was more conducive to sustained discussion than the arrangement in Phase III. I would recommend it for Phase III as well. Also discussion groups when occasionally possible.

A single side trip to a significant installation is desirable. As a possible alternative to SAC, I suggest the Space Center at Huntsville. I have not experienced it personally, but received very favorable reaction from liaison visitors and an Agency escort officer in a program in which I was involved.

Finally, some suggested speakers I feel would make a real contribution:

25X1A (1) [redacted], former Republican congressman from Michigan - on
25X1A Congress or political dynamics. (2) [redacted] - Republican Party Organizer
from Chicago - Political Dynamics. Both are DDP/CA Staff consultants - can be
25X1A contacted through [redacted] CA Staff, and (3) [redacted] - on 25X1A
coup d'etat philosophy and practice. [redacted] is a senior Agency employee, 25X1A
25X1A currently with [redacted] I believe.

I viewed the Course as a unique opportunity which enabled me to broaden my knowledge of the Agency and the government and thereby increase my value and usefulness to our organization. Participation in the Course was particularly rewarding because it afforded me a chance to work and study with representatives from every major component in the Agency. Through this daily contact and free exchange of ideas I gained a fuller appreciation of the varied and numerous intra-Agency functions, problems and responsibilities. The personal contacts established during this period will, I am sure, be most beneficial to me in the future conduct of my regular duties.

Secondly, the opportunity to see and listen to various senior government

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officials was enlightening and it enabled me to better understand the various inter-Agency relationships in the formulation, conduct and support of U.S. Foreign Policy.

Lastly, it gave me a chance to just think. An interesting, informative, worthwhile, enlightening, thought provoking and most enjoyable experience.

For my own part I feel the Course more than successfully accomplished its purposes by "providing an opportunity for me to widen my understanding of the Agency, the Government, and of international affairs."

The only short coming I felt existed was that we were not given the opportunity to hear from industry or its opinion of government, the effects of foreign policy on U.S. industry abroad and on what industry can and does do in support of foreign policy. (Such as the support given Alliance for Progress activities).

I know of several company presidents that are deeply involved in international business affairs who would welcome an opportunity to talk with a group of this type. Also, I'm convinced the opinions of people other than academic and Gov't. type (and the press) would be helpful to the group.

In general, I believe that this course has succeeded in introducing into whatever future decisions I make and into whatever thoughts I have, factors which I would not have considered or even have known before participation in the Midcareer Course. I would not value the exposure to other components of the Agency quite as highly as did the students of the first Course, primarily because of my extensive contacts throughout the Agency before the Course. In fact, quite candidly, I admit to a somewhat more developed degree of concern about the manning of certain other components, but I believe that the "mix" theory of the Course is valid and that an elbow rubbing process is of value to all the students of the Course. Like others, I believe that each component seems to contribute students of the type one expects from this or that component and this contributes to our understanding of one another. The course has broadened my horizons in presenting operational factors such as [REDACTED] 25X1A

25X1A [REDACTED] in semi and underdeveloped countries, S&T (by Albert Wheelon & co.) and its obvious mushrooming importance in our Agency and in the world, and historical and political developments (both at Brookings and Broihill) in a very basic sense which stretched my imagination and concepts of the problems of our country.

These factors are of course not "operational" in the limited, Clandestine Services, sense of the term, but are operational in the sense of affecting the operations of our government and our very civilization. I should imagine that in one sense a proper critique of this course should await a period of a month or so and then be furnished after a rereading of our notes - the first wave of exposure would then be past and the lessons of the course would possibly be apparent to each of us in the ways we then faced our duties (or more valid, the differences in these ways when compared with the period pre-Course). This course has been well worth the time spent in it. This course deserves considerable polish and some revamping, particularly with regard to the contributions of individual speakers, but its conception is excellent and continuation is definitely recommended.

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DDS Comments

Firstly, I am an enthusiastic supporter not only of midcareer training as such, but this course as presented, in particular. Fairly minor changes as given in this and previous critiques would, in my opinion, be to the good, but still and all I feel it has been an outstanding six weeks.

I agree with those who feel that the course should be oriented from the general to the specific - with the "world affairs" section coming first and the "agency" section being at the last. I feel that as much of the six weeks as possible should be held outside of Washington.

I found the entire course a very informative and enlightening experience. As a whole I would rate it very high - I think it has done essentially what it set out to do - get us to think about other problems than those of a parochial nature. The subject matter chosen for the course was good and the speakers were good; although there were weak speakers, I think basically the choices were good in that they were experts in their fields. Of course some experts are not as good as others in delivering their subject matter. The format of the course was satisfactory although there were some suggestions about putting the general World Affairs first on the agenda and ending up with the specific areas of interest with the Agency.

This proposal sounds as if it has merit since I found overall most interesting and valuable the World Affairs bloc of our schedule.

True the S&T is an up and coming field - and a slight expansion in that would be good. But we did have more S&T than that presented by DDS&T at [REDACTED] 25X1A. We went over generally S&T at NASA and at SAC. And we are not to become experts thru this course on Science and Technology.

Overall I think we had an excellent and productive course. We had a good look at the Military, State, NASA (Scientific) and Congress. We also had the philosophic approach from academics. After all of these avenues have been opened to us I think we should feel gratified that we are where we are and doing the fine job that we are doing.

Only one; I would suggest that the rearrangement of the Course as noted in A2 might be more useful in the long run because of the progression from the general to the specific.

Quite apart from the above I want to mention that I believe this present Course is well conceived, well managed, and flexible enough to accommodate the inevitable changes which arise as a result of weather, schedules, etc.

Normally, the problems with which I deal are concrete problems, relatively small in scope, which have a specific and usually technical solution. The main value of this Course has been to remove me from this approach for six weeks and give me the opportunity to consider problems in broad scope: World, the U.S. Gov't., the Agency; it has also provided the opportunity to discuss these problems with a cross section of Agency contemporaries and to learn how they approach their problems. This has been of unestimable value and I believe the Agency will benefit from this Course over many years to come.

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I feel that I was very fortunate to have had the opportunity to have had this course. While, judging from the oral comments, I am in a minority I feel that the organization of the course was indeed excellent. The ability to speak and make an effective presentation would greatly, and some of the very poor or marginal speakers should probably be replaced for future classes. I think that having some of the big names such as ██████████ certainly augmented the interest even though they were not all effective in their presentation. We were especially favored with ██████████ an outstanding authority in his field.

I would suggest that the assigned reading be either reduced in volume or changed to include a full book by each student, who could give a short review of its contents.

As has been previously mentioned, I would suggest that the Brookings Institute eliminate their own lecturers or assistants from the program as their contributions were in some cases limited.

I would like to commend the Staff of the Midcareer Course for the very excellent way in which all of the details were taken care of - a job well done.

I would like to add one final comment regarding Phase I, the Agency. I felt that that portion dealing with management was most helpful and very well done.

The Course offered me an opportunity to sit back for the scheduled period of time and be exposed to topics, and subject matter that I would not normally have initiated on my own. It has given me an opportunity to evaluate my current interest on World Affairs as well as understanding problems between Government and the Agency. The most basic value the Course offered to me - is that I feel that I will be able to perform my Agency's duties more effectively because of the knowledge gained during the past six weeks - this alone should fulfill my initial expectations. Prior to the Course, my knowledge of DDI organization and functions was vague. I feel my understanding is much clearer now. The speakers in the last four weeks stimulated the thought provoking process in fields and areas not previously given much thought. In general, the Course was very valuable to me in that it awoke a curiosity dormant for many years, in fields outside the realm of the day to day operations in my office. Congratulations for a well organized, informative Midcareer Course.

I would suggest that the World Portion be given first, the Government, second; and the Agency portion last. The Course has been both inspiring and educational. The visits to NASA, Pentagon, and SAC were a most important part of this course. Suggest that one or two additional trips be considered - a Polaris Submarine visit? Visual, to me, is more effective than too many abstract lectures and discussions - organization charts, missions and procedures soon become stale. These represent the ideal and seldom the actual.

Yes, the (participant) selection process must be maintained with emphasis on maximum potential for the agency and employee. Even more important, I feel, is a need to follow through on the midcareer officer's career, particularly within the

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framework of a 5-year (or more) total program. Otherwise the 6 weeks will have been but an idyllic break in the routine ladder climb rather than a positive contribution to agency and personal effectiveness. I intend to take these points up with my own office, but I stress the fact that the administrators of the course can, through the Agency's superstructure, do a lot to help.

This program, as a whole, was of great value to me personally and I profited from it - not only now, but I'm sure I'll continue to profit from it in the future.

An aspect of this program which cannot be overlooked is that "fourth" portion of the course - the opportunity for 30 midcareerists to get together and share opinions, experience, and views. We will all be richer from this exposure and I'm sure it will bear fruit in the future.

The session with [REDACTED] was an absolute eye-opener! I can now better appreciate the Agency's problem in dealing with Congress.

25X1A

I believe the Agency Phase would better fit as the last Phase of the Course. In other words, Phase II should be I, Phase III should be II and Phase I should be III.

How about a tour of NPIC?

Cut Agency ADP and retain SAC/ADP (Automatic Data Processing),

DDS&T Comments

For me in the present short retrospection period, the greatest value of the Course has been (1) a forced focusing of my attention on the outside (non-Agency) world, plus (2) a partial revelation of other parts of the Agency and an appreciation of where I fit into things in general, and (3) making the acquaintance of a number of fellow Agency workers in a diversity of areas. This last has great potential to be of value in future years. I assume that the three points above are the desired objectives of the Course. If this was the case, then I feel that it met its objectives in my case. However, even though in some cases what I learned I did not like or did not agree with and probably never will, much information of value was passed on and hopefully was absorbed by me.

One of the frustrations which this course will raise in the attendees is that of becoming informed and made aware of problems and means or guidelines for their solutions at the "Midcareer" level, and not being able to utilize this because they are not on a supervisory level or because they cannot convince their respective bosses of their increased competence. It is expected that attendees' supervisors will be informed of the course and what it provided to the attendees and what the supervisor can expect of the attendee who has gone through it. It is understood that this is no guarantee of any benefits accruing directly from the course to the attendee, but at least it may make the supervisor aware of the exposure of the attendee to the course. Of course, this is all predicated on the fact that the attendees will be able to find their offices and their desks after the six weeks' absence.

Assumptions

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In brief, a summary of the whole course from my point of view would be as follows:

1st section - need more specifics and less organization charts; possibly this period should be the third two weeks. 2nd section - should be general in nature, but with crusading speakers with a point of view, not dull, pedantic types. 3rd section - could be compacted and either reduced in length or have additional presentations. The statement for the second section also applies here.

There were several suggestions to reverse the order of presentation, i.e., from the general to the specific. In my opinion this can work only in an outside Washington environment. The two weeks of club atmosphere at [REDACTED] was 25X1A the period which cemented this as a class instead of a group of people attending a course of instruction. Suggestions: (1) At an early point in the course require each participant to present a 10-minute sketch of who he is and where he fits in the Agency. (2) Raise level of clearance to SI,T,KH. (3) Increase S&T subjects, particularly in the classified intelligence activities. (4) Do not try and pad dead time. If an afternoon speaker fails to show, dismiss the class.

I think the philosophy behind the course is excellent, i.e., get promising people away from their offices for a few weeks and let them think about, hear about, and discuss Agency and world problems. I will add to the comment that others will surely make, i.e., one of the greatest benefits is the mingling of people from all elements of the Agency. The speakers were generally good, but a continuing effort should be made to get the best available. I personally feel that I have benefited significantly from this "vacation," and my hat is off to those who put the program together and make it work.

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LIST OF STUDENTS

25X1A

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MIDCAREER COURSE



PART I

JANUARY 13 - FEBRUARY 20, 1964

SECRET

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MATTHEW BAIRD

Director of Training

CHAIRMAN

25X1A

ASSISTANT CHAIRMEN

25X1A

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Midcareer Course No. 2

13 January - 20 February 1964

Part I	A. The Agency	[REDACTED] 8 1/2 days) 25X1A
	B. Management	[REDACTED] 3 1/2 days) 25X1A
Part II	The United States and its Government (Brookings Institution, 10 days)	
Part III	World Affairs (Broyhill Building, 9 days)	

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Foreword

The Midcareer Course is the product of the determination at the highest levels of the Agency that promising officers be given an opportunity to widen their understanding of the Agency, of the Government, and of international affairs.

The six-week Course is divided into three major segments. During the first two weeks the participants will study the work of the various components of the Agency and the inherent problems of management.

During the third and fourth weeks the scope of the Course will widen to include study and discussion of the Government in its national setting, emphasizing the making of policy, public and legislative pressures on the policy makers, the allocation and handling of the Government's money, and other major aspects, both theoretical and practical, of the development and direction of national power.

In the last two weeks, prominent authorities and public figures will express their views and lead discussions with the participants on such major issues as the formulation of strategy, developments in space technology, conflicts in the Communist Bloc, the movement toward European union, and other important trends in world affairs.

The Course has been designed specifically for those selected for Midcareer Training. They may also be enrolled in other courses, internal or external, which will increase their value to their Directorates. The combination of the Midcareer Course and other selected courses will constitute each officer's Midcareer Program.

Midcareer Course No. 2

Thursday, 9 January

Introduction to the Course

In Room 7D-64 Headquarters Building

1000	OPENING ADDRESS	Matthew Baird
1030		Director of Training
1030	INTRODUCTION	
1050	TO THE COURSE	25X1A
		Chairman, Midcareer
		Course
1050	ADMINISTRATIVE	
1200	BRIEFING	Midcareer and Senior
		Officer Courses Staff

25X1A

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Part I. Section A

**The Agency: Organization, Problems,
Relationships, and Developments**

Monday, 13 January

0830	INTRODUCTION TO PART I	[REDACTED]	25X1A
0900			
0900	THE AGENCY 1964-69	Lyman Kirkpatrick	
1000	A projection of Agency problems and develop- ments over the next five years.	Executive Director- Comptroller	
1000	QUESTION PERIOD		
1030			
1045	THE PRODUCTION OF	Sherman Kent, Assist-	
1145	NATIONAL INTELLIGENCE	ant Director for Na- tional Estimates	
	What National Intelligence Estimates are; the kinds of problems they deal with; how they are drafted, coor- dinated, and cleared; role in policy formulation.		
1145	QUESTION PERIOD		
1200			
1215	LUNCH		
1315			
1330	READING PERIOD		
1400			

SECRET

1400	THE NATIONAL SECURITY	
1500	STRUCTURE	Chester Cooper, Assistant Deputy Director/Intelligence (Policy Support)
	Changing methods of the policy makers and the impact of these changes on the Intelligence Community.	
1500	QUESTION PERIOD	
1515		
1530	THE U. S. INTELLIGENCE	
1630	COMMUNITY	Lyman Kirkpatrick
	The components of the Intelligence Community. Cooperation and conflict. The emerging role of the DIA and its relations with CIA. The role of the Director of Central Intelligence.	
1630	QUESTION PERIOD	
1645		
1645	RECEPTION FOR	
1745	MR. KIRKPATRICK	
1800	DINNER	
1900		
1930	SEMINAR ON THE	
2130	RELATIONSHIP OF	
	INTELLIGENCE	
	TO POLICY	Lyman Kirkpatrick Chester Cooper

SECRET

Tuesday, 14 January

0830 READING PERIOD
0900

0900 THE CLANDESTINE
1000 SERVICES

Richard Helms, Deputy
Director for Plans

The Clandestine Services
as an instrument of U.S.
policy. The coordination
of major actions and the
obtaining of policy deci-
sions from the State De-
partment, the Special
Group, and the White
House.

1000 QUESTION PERIOD
1030

1045
1145

25X1A

1145 QUESTION PERIOD
1200

1215 LUNCH
1315

25X1A

1330
1430

[REDACTED]

25X1A

2. The Fight with Communism
at the Local, National and In-
ternational Level.

1430
1500

QUESTION PERIOD

1515
1615

CIA FIELD STATIONS

25X1A

The nature and composition
of large and small stations,
including management prob-
lems; the direction of opera-
tions; relations with other
U.S. Government representa-
tives; the Country Team; re-
sponsibility for intelligence
and estimative reporting.

1615
1630

QUESTION PERIOD

1630
1730

FREE HOUR

1800
1900

DINNER

25X1A

1930
2130

SEMINAR ON SMALL STATION
PROBLEMS

[REDACTED]

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Wednesday, 15 January

0830 READING PERIOD
0930

0930 MAJOR COUNTERINTELLIGENCE PROBLEMS James Angleton
1030 Chief, Counterintelligence
 Staff
 Protection of CIA operations abroad. Countering
 Soviet intelligence efforts.
 Coordinated effort within
 the Intelligence Community.

1030 QUESTION PERIOD
1045

1100
1145

25X1A

25X1C

1145 QUESTION PERIOD
1200

1215 LUNCH
1315

1400 DD/I SUPPORT OF R. Jack Smith
1500 NATIONAL POLICY Assistant Director for
FORMULATION Current Intelligence

The function of the Intelligence Directorate. Intelligence support to policy making. DDI's contribution to the Intelligence Community.

1515 THE AGENCY'S CURRENT R. Jack Smith
1615 INTELLIGENCE ROLE

The Agency's Current Intelligence role. All-source intelligence support for the White House, the National Security Council, and the Watch Committee. The National Industrial Center. Dissemination of COMINT. Basic intelligence responsibilities.

1615 QUESTION PERIOD
1630

1630 RECEPTION FOR MR. DULLES
1730

1800 DINNER
1900

1930 The Highlights of my Career Allen W. Dulles
2130 in the Intelligence Field
 and
 The Major Intelligence Prob-
 lems Facing the Government
 and the Agency in the Future,
 as I see them.

ALLEN W. DULLES

Director of Central Intelligence from 1953 to 1961, Mr. Dulles was born in 1893 and educated at Princeton and George Washington universities. He entered the U. S. Diplomatic Service in 1916 and served at posts in Europe and the Near East. In 1916 he resigned to take up law practice with Sullivan and Cromwell, New York. Mr. Dulles was Chief of the OSS mission in Switzerland during World War II and became Deputy Director of Central Intelligence in 1951. His most recent book, The Craft of Intelligence, was published this fall by Harper and Row.

Thursday, 16 January

0830 READING PERIOD
0930

25X1A

0930
1100

Joseph Larocque, Jr.
Assistant Director for
Operations

25X1A

1115 QUESTION PERIOD
1145

1200 LUNCH
1300

25X1A

1330 CURRENT DEVELOPMENTS
1430 IN INTELLIGENCE RESEARCH
 AND REFERENCE FACILITIES

Executive Assistant to
AD/ CR

The central reference function in supporting intelligence and operational activities of CIA. OCR relationships with the Intelligence Community. New developments in the processing, storage and retrieval of intelligence.

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1430 QUESTION PERIOD
1445

1500 THE DEFENSE
1600 INTELLIGENCE AGENCY

Lt. Gen. Joseph F.
Carroll, USAF,
Director, DIA

The origin, mission and
development of DIA. DIA
relationships in the Intelli-
gence Community. Over-
seas organization. Coor-
dination of clandestine in-
telligence collection.

1600 QUESTION PERIOD
1630

1645 FREE HOUR
1745

1800 DINNER
1900

L T. GENERAL JOSEPH F. CARROLL

Director of the Defense Intelligence Agency, General Carroll was born in 1910 and educated at St. Mary's College and Loyola University. He was admitted to the Illinois Bar in 1940 and served with the FBI until 1948. He was called to active service with the Air Force in 1948 and served in several security and legal positions, including that of Inspector General of the U.S. Air Force from 1960 to 1961. General Carroll became Director of the DIA in October 1961.

Friday, 17 January

0830 READING PERIOD
0900

0900 EVALUATION OF NATIONAL
0945 INTELLIGENCE PROGRAMS

The DCI's responsibility
for review and coordina-
tion of all USIB activities.
How evaluation of Intelli-
gence Community programs
is effected.

John Bross, Deputy to the
DCI for National Intelli-
gence Programs Evalua-
tion

0945 QUESTION PERIOD
1000

1015 DEVELOPMENTS IN PHOTO-
1130 GRAPHIC INTELLIGENCE

The capabilities of Photo-
graphic Intelligence. Eval-
uation of photo quality. Or-
ganization and functions of
NPIC.

Arthur Lundahl
Director, National Photo-
graphic Interpretation
Center

1130 QUESTION PERIOD
1200

1215 LUNCH
1315

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1330	THE ROLE OF SCIENCE AND	
1600	TECHNOLOGY IN CIA	Albert D. Wheelon Deputy Director for Science and Technology
	New techniques in intelligence collection. Research and development activities. Electronic Intelligence (ELINT) and its significance.	
1600	QUESTION PERIOD	
1630		
1645	FREE HOUR	
1745		
1800	DINNER	
1900		
1930	SEMINAR ON SCIENTIFIC	
2130	AND TECHNICAL	Albert D. Wheelon and Staff
	INTELLIGENCE	

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Saturday, 18 January

0830 INDIVIDUAL STUDY
0900

0900 THE IMPACT OF AUTOMATIC
1015 DATA PROCESSING ON
AGENCY ACTIVITIES Joseph Becker
Assistant Director for
Computer Services

Recent automatic data
processing developments
in the Agency and a look
at its future support of
DDS, DDI, DDP, and
DDS&T activities.

1015 QUESTION PERIOD
1030

1045 ROLE OF TECHNICAL
1145 SERVICES IN SUPPORTING
AGENCY OPERATIONS

25X1A

Chief, Technical
Services Division

Technical support of DDP
activities. The conduct of

25X1A

search and development in
the technical support field.

1145 QUESTION PERIOD
1200

1215 LUNCH
1315

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1330 TSD EXHIBIT AND
1630 DEMONSTRATION

1630 FREE HOUR
1730

1800 DINNER
1900

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Sunday, 19 January

0900 CHURCH, RECREATION OR
1200 READING

1215 LUNCH
1315

1330 STUDENT SEMINARS
1630 Discussion of Program to
date.

1630 FREE HOUR
1745

1800 DINNER
1900

1930 INDIVIDUAL WORK ON
2130 CRITIQUES

SECRET

Monday, 20 January

0830 0920	ADMINISTRATIVE RELATIONS WITH OTHER FEDERAL AGENCIES	L. K. White, Deputy Director for Support
	The roles other agencies perform in support of CIA's mission; influences they can exert for or against operations; and limitations imposed by cover entities.	
0930 0945	INTRODUCTION TO THE AGENCY SUPPORT STRUCTURE	L. K. White
0945 1045	THE FINANCE OFFICE	Robert H. Fuchs
	Systems and procedures for control of Agency funds, assets, and liabilities. Fi- nancial accountability re- sponsibilities.	Director of Finance
1100 1200	HEALTH CONSIDERATIONS IN AN UNUSUAL WORK ENVIRONMENT	Dr. John R. Tietjen Chief, Medical Staff
1215 1315	LUNCH	

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1330 LOGISTICAL SUPPORT OF
1430 OPERATIONS

25X1A

[REDACTED]
Chief, Planning Staff,
Office of Logistics

Agency assets and capabilities.

1445 SECURITY: A PRIMARY
1600 CONSIDERATION IN
 ACCOMPLISHING THE
 MISSION OF CIA

Robert L. Bannerman
Director of Security

1630 FREE HOUR
1730

1800 DINNER
1900

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SECRET

Tuesday, 21 January

0830	TECHNICAL	[REDACTED]	25X1A
1000	COMMUNICATIONS DEVELOPMENTS		
1015	PANEL DISCUSSION OF	Colonel White and DDS Officials	[REDACTED]
1130	QUESTIONS SUBMITTED BY STUDENTS		
1130	CRITIQUE OF PART I	[REDACTED]	25X1A
1200	SECTION A		
1215	LUNCH		
1315			

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Preparatory Reading

The National Security Act of 1947, Public Law 253

Kirkpatrick, Lyman B., "Is United States Intelligence Answering the Red Challenge?" Delivered on 21 November 1960 in Detroit, Michigan.

[REDACTED] 25X1A
[REDACTED] 2,
[REDACTED] 25X1A

Director of Central Intelligence Directive No. 1/3: Priority National Intelligence Objectives (Revised 14 August 1963)

[REDACTED] 25X1A

Jernegan, John D., "The Ambassador and the Country Team," Department of State Newsletter, July 1963

Department of Defense Directive Number 5105.21 (August 1, 1961) Subject: Defense Intelligence Agency.

Organization Chart of the Defense Intelligence Agency (July 1963)

Dulles, Allen W., "The Craft of Intelligence", Reprinted from the 1963 Brittanica Book of the Year.

Dulles, Allen W., "What Makes A Spy?", This Week Magazine, December 1, 1963

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Supplementary Reading

DeGramont, Sanche, The Secret War, New York, G. P. Putnam's Sons, 1962

Dulles, Allen W., The Craft of Intelligence, New York, Harper and Row, 1963

Felix, Christopher, A Short Course in the Secret War, New York, E.P. Dutton & Co., 1963

Hyde, H. Montgomery, Room 3603, New York, Farrar, Strauss and Co., 1963

Ransom, Harry Howe, Central Intelligence and National Security, Cambridge, Mass., Harvard University Press, 1958

Rostow, W. W., The Stages of Economic Growth, Cambridge, Cambridge University Press, 1960

Defense Intelligence Agency: Organization and Functions, C-9812/C (Confidential)

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Part I. Section B

Management

Tuesday, 21 January

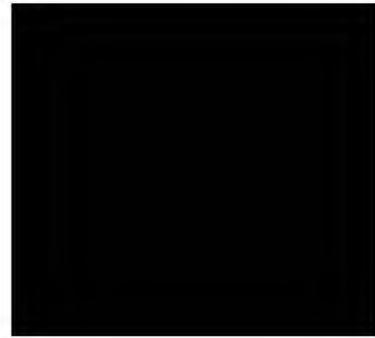
1330	INTRODUCTION TO	L. K. White
1430	MANAGEMENT PHASE	
1445	MANAGERIAL	25X1A [REDACTED] Chief, Personnel Operations Division
1630	PROBLEM #1: Personnel Management	
	Considerations relating to Agency staffing patterns, promotion policies, career service planning, and man- power utilization.	
1930	COMMUNICATION	Staff
2030	EXERCISE	
	Actual problem-solving by students under certain com- munications restraints.	

Wednesday, 22 January

25X1C

0830 MANAGERIAL SKILL #1
1130 Communication

Difficulties of communications between individuals and between organized groups.



1330 MANAGERIAL SKILL #2
1630 Leadership

Identification of individual styles of management; development of effective leadership patterns.

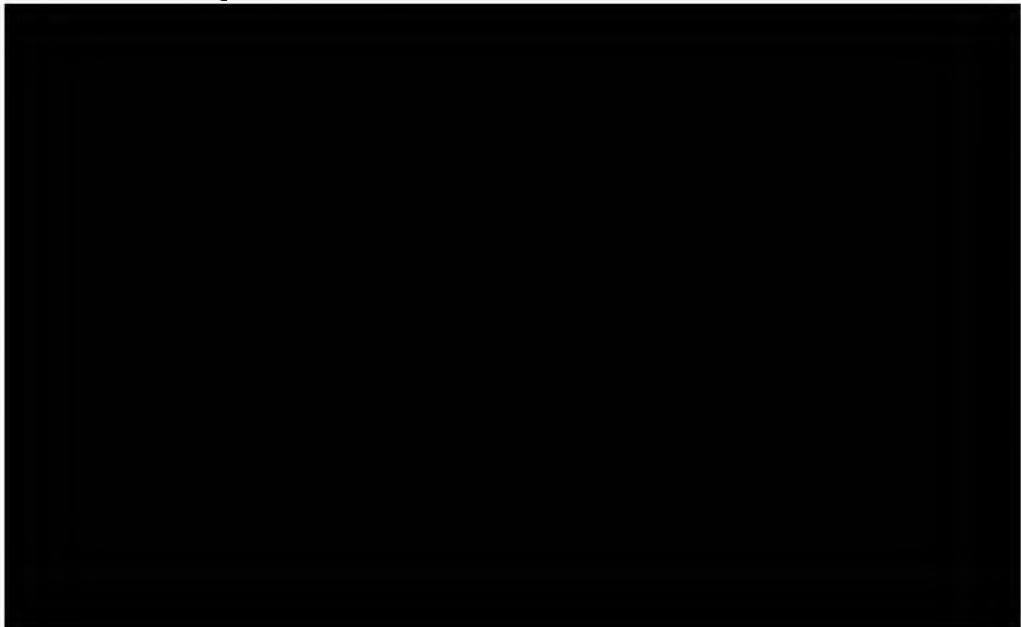


1930 MANAGERIAL PROBLEM #2
2130 Fitness Reports

Panel of Agency Officials

Discussion of problems generated by Agency fitness reports.

25X1C



~~SECRET~~

Thursday, 23 January

25X1C

0830	MANAGERIAL SKILL #2	
1130	Leadership (cont.)	
1330	MANAGERIAL SKILL #3	
1630	Successful Supervision	
	Methods and techniques of influencing action in formal work situations.	
1930	MANAGERIAL PROBLEM #3	Panel of Agency
2100	"Difficult" Employees	Officials
	What can the individual manager and the Agency do about the employee who does not fit into the ex- pected pattern of behavior?	

25X1C

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Friday, 24 January

25X1C

0830 MANAGERIAL SKILL #4
1030 Working with a Small Group

Techniques of getting work done through staff meetings, committees, and similar mechanisms.

1045 MANAGERIAL PROBLEM #4 John Clarke, Director of
1200 Individual Responsibility Budget, Program Analy-
for Funds sis and Manpower

The role of the individual in the management of Agency dollars.

1330 CIA MANAGEMENT Lyman Kirkpatrick
1530

Current management philosophy, policy, and mechanisms.

25X1G

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S E C R E T

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SECRET

MIDCAREER COURSE



PART II

JANUARY 13 - FEBRUARY 20, 1964

SECRET

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~~SECRET~~

MATTHEW BAIRD

Director of Training

CHAIRMAN

25X1A

ASSISTANT CHARMEN

25X1A

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~~SECRET~~

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SECRET

MIDCAREER COURSE NO. 2

Part II

The Government

SECRET

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SECRET

Monday, 27 January

0830 ARRIVAL OF PARTICIPANTS

0900 THE BROOKINGS INSTITUTION

1030

Robert D. Calkins
President,
The Brookings Institution

OBJECTIVES OF THE SEMINAR

James M. Mitchell
Director,
Advanced Study Program,
The Brookings Institution

1045 COFFEE IN ROOM 200

1045

1045 METHODS AND PROCEDURES

1200

1200 LUNCH

1330

1330 GOVERNMENT IN A FREE
SOCIETY

25X1A

SECRET

Tuesday, 28 January

0830 INDIVIDUAL STUDY
0900

0900 THE AMERICAN
1200 CONSTITUTIONAL SYSTEM

1200 LUNCH
1330

1330 DOMESTIC PROBLEMS
1630

25X1A□

SECRET

SECRET

Wednesday, 29 January

0830 INDIVIDUAL STUDY
0900

0900 U. S. INFORMATION PROGRAMS Seymour I. Nadler
1200 United States
Information Agency

1200 LUNCH
1330

1330 POLITICAL DYNAMICS
1630

25X1A

SECRET

SECRET

Thursday 30 January

0830 INDIVIDUAL STUDY
0900

0900 SOCIAL IMPLICATIONS OF
1200 SCIENTIFIC PROGRESS

1200 LUNCH
1330

1330 SCIENTISTS IN POLICY AND
1630 DECISION MAKING

25X1A

SECRET

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SECRET

Friday 31 January

0830 INDIVIDUAL STUDY
0900

0900 ECONOMICS AND PUBLIC
1200 POLICY

1200 LUNCH
1330

1330 THE UNITED STATES IN
1630 WORLD AFFAIRS

1700 SOCIAL HOUR
1800

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25X1A

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Monday, 3 February

0830 INDIVIDUAL STUDY
0900

0900 DOMESTIC POPULATION
1015 PROBLEMS

1030 INTERNATIONAL POPULATION
1200 PROBLEMS

1200 LUNCH
1330

1330 THE EXECUTIVE OFFICE AND
1630 THE PRESIDENTIAL STAFF

25X1A

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SECRET

Tuesday, 4 February

0830	INDIVIDUAL STUDY	
0900		
0900	THE FEDERAL BUDGET PROCESS	Samuel M. Cohn Deputy to the Assistant Director for Budget Review, Bureau of the Budget, Executive Office of the President
1200	LUNCH	
1330		
1330	THE COMMUNICATIONS MEDIA	[REDACTED]
1630		

25X1A

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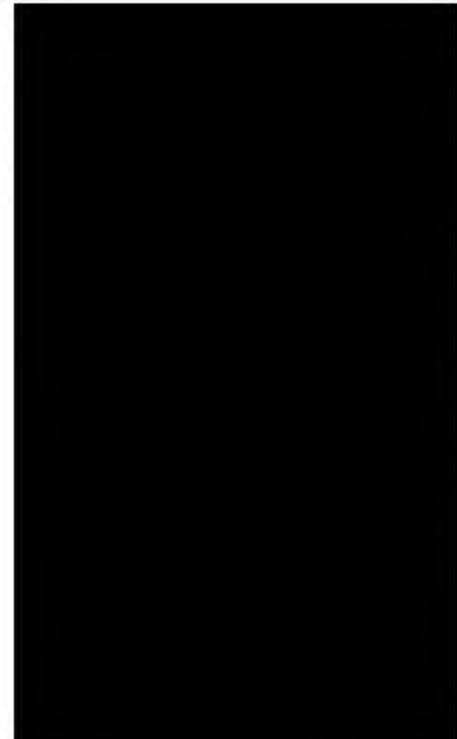
Wednesday, 5 February

0830 INDIVIDUAL STUDY
0900

0900 GOALS OF U. S. FOREIGN
1200 POLICY

1200 LUNCH
1330

1330 LEGISLATIVE - EXECUTIVE
1630 RELATIONS IN POLICY
FORMULATION



25X1Aoved Fo

Commentator
Laurin L. Henry
Senior Staff Member,
Governmental Studies,
The Brookings Institution

SECRET

SECRET

Thursday, 6 February

0830 INDIVIDUAL STUDY
0900

0900 ECONOMIC DEVELOPMENT
1200 AND WORLD STABILITY

William J. Mazzocco
Faculty Member,
Interdepartmental
Seminar, Foreign
Service Institute,
Department of State

1200 LUNCH
1330

1330 INTERNATIONAL ECONOMIC
1630 PROBLEMS

Howard S. Pickett
Senior Specialist,
International Economics,
The Library of Congress

SECRET

SECRET

Friday, 7 February

0830 INDIVIDUAL STUDY
0900

0900 FORMULATION AND ADMINIS-
1200 TRATION OF FOREIGN POLICY Robert A. Mowry
Chief of the Interna-
tional Division,
Bureau of the Budget,
Executive Office of
the President

Commentator
Arthur M. Cox

1200 LUNCH
1330

1330 CHALLENGES AND OPPORTU- Harry Schwartz
1630 NITIES FOR THE UNITED STATES Editorial Staff,
The New York Times

1630 CONFERENCE ADJOURNS
1700

1700 SOCIAL HOUR
1800

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S E C R E T

MIDCAREER COURSE



PART III

JANUARY 13 - FEBRUARY 20, 1964

S E C R E T

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MATTHEW BAIRD

Director of Training

CHAIRMAN

25X1A

ASSISTANT CHAIARMEN

25X1A

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Midcareer Course No. 2

Part III

World Affairs

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SECRET

Monday, 10 February

0900 PROBLEMS OF NATIONAL SECURITY
1100 The role of ISA in policy and
 strategy in crises. Relations
 with the Intelligence Community
 and with CIA in particular.

Peter Solbert
Deputy Assistant
Secretary of Defense
for Operations, ISA

Preparatory Reading

"Assistant Secretary of Defense (International Security
Affairs)", U.S. Government Organization Manual

Ginsburgh, Colonel Robert N., "The Challenge to Military
Professionalism," Foreign Affairs, January 1964

Lyons, Gene M., "The New Civil-Military Relations,"
American Political Science Review, March 1961

Rostow, Walt W., "American Strategy in the World Scene,"
Department of State Bulletin, 16 April 1962

Supplementary Reading

Abshire, David M., and Richard V. Allen, editors, National
Security, New York, Praeger, 1963

Hammond, Paul Y., Organizing for Defense, Princeton,
Princeton University Press, 1961

Kissinger, Henry A., The Necessity for Choice, New York,
Harper, 1961

Strausz-Hupe, Robert, et al, Forward Strategy for America,
New York, Harper, 1961

PETER SOLBERT

Peter Solbert was appointed Deputy Assistant Secretary of Defense for
Operations in the Office of the Assistant Secretary of Defense (Inter-
national Security Affairs) in October 1963. Born in 1919, Mr. Solbert
was educated at Yale College and Harvard Law School. During World
War II he served as a Naval Officer in the Pacific Theater. From 1948
to 1963 Mr. Solbert was associated with the New York law firm of Davis,
Polk, Wardwell, Sunderland & Kiendl.

SECRET

1100	READING PERIOD	
1200		
1200	LUNCH	
1300		
1300	DEPART FOR PENTAGON	
1330	BRIEFING ON THE NATIONAL	
1445	MILITARY COMMAND CENTER	JCS Staff
	(Pentagon)	
1450	DEPARTURE FROM PENTAGON	
1530	THE SYSTEM OF COMMAND AND	
1630	CONTROL IN THE DEPARTMENT OF	William B. Connett
	STATE	Director, Operations
		Center, Department
		of State
	The decision-making mechanisms	
	and process within the Department	
	of State, with particular emphasis	
	on the responsibilities of the	
	Operations Center.	

WILLIAM B. CONNETT

William B. Connett, Jr. is Deputy Executive Secretary and Director of the Operations Center, Department of State. He was born in 1918 and educated at Princeton and Georgetown Universities. He has served in various Latin American and European posts including a recent tour as First Secretary in Paris. He was assigned to his present post after completing a program at the Harvard University Center for International Affairs in 1961-62.

SECRET

SECRET

Tuesday, 11 February

0830 READING PERIOD
0900

0900 AMERICAN PROBLEMS IN UNDER-
1200 STANDING FOREIGN CULTURES

An anthropological view of the
newly developing countries with
emphasis on their deep-seated
cultural characteristics.

25X1C

Preparatory Reading

Benedict, Ruth, "The Growth of Culture," Man, Culture and Society, edited by Harry L. Shapiro, 1956

Mead, Margaret, "The Underdeveloped and the Overdeveloped," Foreign Affairs, October 1963

Murdock, George Peter, "How Culture Changes," Man, Culture and Society, edited by Harry L. Shapiro

Supplementary Reading

Brookings Institution, Development of the Emerging Countries, Washington, D. C., 1962

Kurzman, Dan, Subversion of the Innocents, New York, Random House, 1963

Millikan, Max F., and Donald L. M. Blackmer, editors, The Emerging Nations, Boston, Little, Brown & Co., 1961

Staley, Eugene, The Future of Underdeveloped Countries, New York, Praeger, 1961

1200 LUNCH
1300

SECRET

1300 READING PERIOD
1330

1330 CONTINUATION OF MORNING SESSION [REDACTED] 25X1C
1445

1500 THE ROLE OF FINANCE IN IMPLEMENT-
1700 ING U. S. GOVERNMENT POLICY Tom Killefer
The increasingly important role U.S. Executive
which financial agencies play in Director, Inter-
the formulation and execution of American Develop-
policy. ment Bank and
Special Assistant to
the Secretary of the
Treasury

Preparatory Reading

Stanovnik, Janez, "Aid, Trade and Economic Development;
The Changing Political Context," Foreign Affairs, January 1964

Roosa, Robert V., "Reforming the International Monetary
System," Foreign Affairs, October 1963

25X1C

[REDACTED]

TOM KILLEFER

Tom Killefer is U.S. Executive Director, Inter-American Development Bank and Special Assistant to the Secretary of the Treasury. He was born in Los Angeles in 1917 and educated at Stanford, Harvard Law School and Oxford. After distinguished Naval service in World War II, Mr. Killefer was admitted to the California Bar in 1946 and to practice before the Supreme Court in 1953. He has engaged extensively in private law practice, and prior to his present assignment he served as First Vice President, Vice Chairman and Director of the Export-Import Bank of Washington.

SECRET

Wednesday, 12 February

0815	DEPART BROYHILL BUILDING FOR NASA HEADQUARTERS	
0900	BRIEFING ON NATIONAL AERONAUTICS	
1130	AND SPACE ADMINISTRATION ACTIVITIES AND OPERATIONS	
1135	DEPART NASA FOR BROYHILL BUILDING	
1200	LUNCH	
1300		
1300	READING PERIOD	
1400		
1400	PROBLEMS OF LATIN AMERICA	Thomas C. Mann
1600	The strategic importance of Latin America to U.S. National Security. The extent of the Communist effort in the area. Ways and means of strengthening the U.S. position.	Assistant Secretary of State for Inter-American Affairs

Preparatory Reading

Alexander, Robert J., "Agrarian Reform in Latin America,"
Foreign Affairs, October 1963

Haar, Charles M., "Latin America's Troubled Cities,"
Foreign Affairs, April 1963

Supplementary Reading

Adams, Richard W., et al, Social Change in Latin America Today, New York, Harper, 1960

Alexander, Robert J., Communism in Latin America, New Brunswick, New Jersey, Rutgers University Press, 1957

Lieuwen, Edwin, Arms and Politics in Latin America, New York, Praeger, 1961

SECRET

SECRET

1600 DISCUSSION PERIOD
1700

THOMAS C. MANN

Thomas C. Mann was appointed Assistant Secretary of State for Inter-American Affairs by President Johnson on 3 January 1964. Mr. Mann received his A.B. and LL.B. degrees from Baylor University and practiced law in Texas from 1934 to 1942 before joining the Department of State. He has served in a number of important posts in Washington and in Latin America, most recently as Ambassador to Mexico.

SECRET

SECRET

Thursday, 13 February

0830 READING PERIOD
0900

0900 DEVELOPMENTS IN AFRICA G. Mennen Williams
1100 The development of groupings of Assistant Secretary of
states within Africa and their links State for African Affairs
with outside powers. The concepts
of Pan-Africanism. Soviet and Chicom
efforts to gain political footholds in
Africa.

Preparatory Reading

Emerson, Rupert, "American Policy in Africa," Foreign Affairs, January 1962

Sanger, Clyde, "Toward Unity in Africa," Foreign Affairs, January 1964

Supplementary Reading

Brzezinski, Zbigniew, editor, Africa and the Communist World,
Stanford, California, Stanford University Press, 1963

Carter, Gwendolen Margaret, editor, Five African States.
Responses to Diversity; the Congo, Dahomey, the Cameroun
Federal Republic, the Rhodesias and Nyasaland, South Africa,
Ithaca, New York, Cornell University Press, 1963

Hunter, Guy, The New Societies of Tropical Africa, New York,
Oxford University Press, 1962

McKay, Vernon, Africa in World Politics, New York and Evanston, Harper and Row, 1963

Oliver, Roland, and J. D. Fage, A Short History of Africa,
Baltimore, Penguin Books, 1962

SECRET

1115
1245

SOUTHEAST ASIA: VIET NAM AS A
REPRESENTATIVE OF CONFLICTS TO
COME

25X1A

Viet Nam as a precursor of U.S.
problems in Southeast Asia.
Political lessons learned. The
role of SEATO.

Preparatory Reading

Leifer, Michael, "Cambodia: In Search of Neutrality," Asian Survey, January 1963

Paauw, Douglas S., "Economic Progress in Southeast Asia," The Journal of Asian Studies, November 1963

Scigiano, Robert, "Vietnam: A Country at War," Asian Survey, January 1963

Smith, Roger M., "Laos in Perspective," Asian Survey, January 1963

Supplementary Reading

Fall, Bernard, The Two Vietnams, New York, Praeger, 1963

Fifield, Russell H., Southeast Asia in United States Policy, New York, Praeger, 1963

Vo Nguyen Giap, People's War, People's Army, New York, Praeger, 1962

1300 LUNCH
1400

1400 THE EFFECT OF SINO-SOVIET
1600 RELATIONS ON OTHER COMMUNIST
COUNTRIES

25X1A

The impact of the Sino-Soviet
rift on non-bloc Communist parties.

SECRET

SECRET

Preparatory Reading

Brzezinski, Zbigniew, "Threat and Opportunity in the Communist Schism," Foreign Affairs, April 1963

Kennan, George F., "Polycentrism and Western Policy," Foreign Affairs, January 1964

Zagoria, Donald S., "The Sino-Soviet Conflict and the West," Foreign Affairs, October 1963

Supplementary Reading

Crankshaw, Edward, The New Cold War, Moscow vs. Peking, Harmondsworth, Middlesex, Penguin Books, 1963

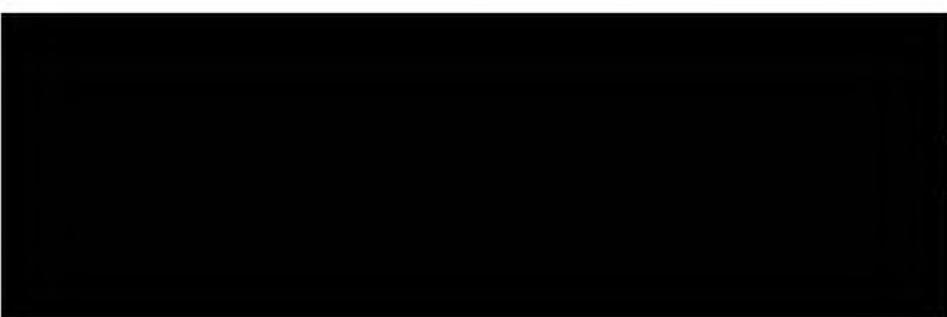
Zagoria, Donald S., The Sino-Soviet Conflict, 1956-1961, Princeton, Princeton University Press, 1962

1600 DISCUSSION PERIOD
1700

G. MENNEN WILLIAMS

G. Mennen Williams, Assistant Secretary of State for African Affairs, was born in 1911 and educated at Princeton and the University of Michigan. Before his service with the Navy during World War II, Mr. Williams held several posts in the Federal and Michigan State Governments. He was Governor of Michigan from 1949 to 1960 and was appointed to his present position in January 1961.

25X1C



SECRET

Friday, 14 February

0830 READING PERIOD
0900

25X1A

0900 THE MIDDLE EAST
1100

American policies towards the
Middle East and current internal
Middle Eastern problems.

Preparatory Reading

Hourani, Albert, "Near East Nationalism Yesterday and Today,"
Foreign Affairs, October 1963

Sharabi, H. B., "Power and Leadership in the Arab World,"
Orbis, Fall 1963

Supplementary Reading

Halpern, Manfred, The Politics of Social Change in the Middle
East and North Africa, Princeton, Princeton University Press, 1963

Issawi, Charles, Egypt in Revolution; An Economic Analysis,
New York, Oxford University Press, 1963

Robinson, Richard D., The First Turkish Republic, Cambridge,
Harvard University Press, 1963

Satran, Nadav, The United States and Israel, Cambridge,
Harvard University Press, 1963

1100 DISCUSSION PERIOD
1200

1200 LUNCH
1300

1300 READING PERIOD
1400

SECRET

1400	SOVIET FOREIGN POLICY	Helmut Sonnenfeldt
1600	The background of the present situation in Soviet policy making. The internal factors delimiting Soviet foreign policy decisions. The external factors delimiting foreign policy decisions. Problems and dilemmas for the future.	Chief, Bloc International Political Activities Division, Office of Research and Analysis, INR, Department of State

Preparatory Reading

Ulam, Adam B., "Nationalism, Panslavism, Communism," Russian Foreign Policy, edited by Ivo, J. Lederer, 1962

Supplementary Reading

Beloff, Max, The Foreign Policy of Soviet Russia, 1929-1941, London and New York, Oxford University Press, 1947-1949

Fischer, Louis, The Soviets in World Affairs, 1917-1929, Princeton, Princeton University Press, 1951

Kennan, George F., Russia and the West Under Lenin and Stalin, Boston, Little, Brown and Co., 1961

Mackintosh, J. M., Strategy and Tactics of Soviet Foreign Policy, London and New York, Oxford University Press, 1962

1600	DISCUSSION PERIOD	25X1A
1700	[REDACTED]	

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25X1A



HELMUT SONNENFELDT

Helmut Sonnenfeldt was born in Germany in 1926, educated at Manchester University (England) and Johns Hopkins. Prior to his present assignment he served with the Department as an intelligence research specialist and with the U.S. Arms Control and Disarmament Agency as a foreign affairs officer.

SECRET

Sunday, 16 February

1300 DEPART FOR OMAHA

1630 ARRIVE OMAHA

Monday, 17 February

0830 BRIEFINGS AT STRATEGIC AIR COMMAND HEADQUARTERS
1700

Tuesday, 18 February

0830 TOUR OF LAUNCHING SITES AT S.A.C.
1200

1330 DEPART OMAHA

1800 ARRIVE WASHINGTON

SECRET

SECRET

Wednesday, 19 February

0830 READING PERIOD
0900

25X1A

0900 CHICOM FOREIGN POLICY IN
1200 HISTORICAL PERSPECTIVE

Historical roots of Chinese
attitudes toward the non-Chinese
world. Role of Communist doctrine
in the direction of ChiCom foreign
policy objectives, both long-term
and short-term.

Preparatory Reading

Fall, Bernard B., "Peking Strikes South," Current History,
September 1963

Langer, Paul F., "China and Japan," Current History, Septem-
ber 1963

Levi, Werner, "The Sino-Indian Border War," Current History,
September 1963

Shen-Yu Dai, "The Roots of Chinese Ideology," Current His-
tory, September 1963

Supplementary Reading

Barnett, A. Doak, Communist China and Asia, New York,
Harper, 1960

Boyd, R. G., Communist China's Foreign Policy, New York,
Praeger, 1962

Hsieh, Alice L., Communist China's Strategy in the Nuclear
Age, Englewood Cliffs, New Jersey, Prentice-Hall, 1962

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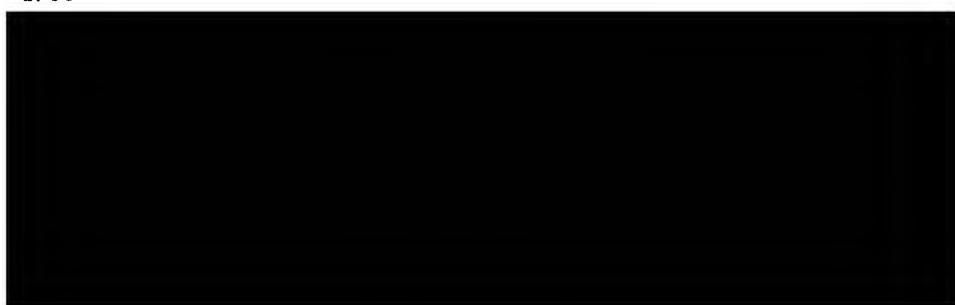
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1200	LUNCH	
1300		
1300	READING PERIOD	
1400		
1400	U.S. GOVERNMENT ACTIVITIES IN	Harlan Cleveland
1600	INTERNATIONAL ORGANIZATIONS	Assistant Secretary
	Policies and problems relating	of State for Inter-
	to United States participation	national Organization
	in the United Nations and other	Affairs
	international organizations.	

Preparatory Reading

Basic Facts About the United Nations, United Nations, New
York

1600	DISCUSSION PERIOD	25X1A
1700		



HARLAN CLEVELAND

Harlan Cleveland was appointed Assistant Secretary of State for International Organization Affairs by President Kennedy in February 1961. Born in 1918, educated at Princeton and Oxford, Mr. Cleveland has served in numerous posts in the Department of State, the Economic Cooperation Administration, and the Mutual Security Agency. From 1956 until his present appointment Mr. Cleveland served as Dean of the Maxwell Graduate School of Citizenship and Public Affairs at Syracuse University.

SECRET

Thursday, 20 February

0900	PREPARATION OF CRITIQUES	
1000		
1000	DISCUSSION OF COURSE	
1130		
1130	LUNCH	
1330	ADDRESS	To be Announced
1330		
1530	CLOSING REMARKS	
1545		
1545	CLOSING REMARKS	Lt. General Marshall S. Carter Deputy Director of Central Intelligence
1545		
1545	PRESENTATION OF CERTIFICATES	
1600		
1600	CLOSING ADMINISTRATION	
1630		

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ROUTING AND RECORD SHEET

SUBJECT: (Optional)

Critique of Midcareer Course No. 2

FROM:	EXTENSION	NO.	
		RECEIVED	FORWARDED
Director of Training 819 Broyhill	3245	D7R734	
TO: (Officer designation, room number, and building)		OFFICER'S INITIALS	COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)
1. Executive Director-Comptroller 7D59 HQ		21 Mar LBR	
2. DT R			WB
3. MSOC			VRA
4.			
5. Executive Director - Comptroller attn: 7D59 HQ			25X1A
6.			
7.			
8. C1.1150C 810 Broyhill			
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12.			
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